

**A TALENT MANAGEMENT MODEL FOR MEDIUM
SIZED ENTERPRISES IN UGANDA**

by

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for the degree of**

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DECLARATION

Student Number: **72523832**

I, Gerald Ndawula, declare that this thesis, titled **A Talent Management Model for Medium Sized Enterprises in Uganda** is my own work and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references. I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other institution of higher learning.



13 February 2018

Gerald Ndawula

Date

APPROVAL

This is to certify that this research thesis by Gerald Ndawula was carried out under our supervision. We affirm that it satisfies the requirement for the award of a Doctor of Business Leadership of the University of South Africa and is ready for submission.

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Date 10 – 4 - 2018.....

DEDICATION

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ABSTRACT

Business-oriented studies have revealed that medium-sized enterprises greatly contribute to economic growth and socio-economic development of developed and emerging economies like Uganda. At the same time, these enterprises are faced with copious challenges, and chief among them, is a general lack of prudent talent management model(s) and talented people to propel them forward in order to sustain competitiveness.

The aim of the present research undertaking was to develop a model for talent management that could be applied by medium-sized enterprises in Uganda to attract and retain talented people with the view to sustain survival, growth, development and competitiveness.

The study evolved on the thesis statement that the characteristics of an enterprise (i.e., main business, number of employees, years of existence, technological advancement, ownership arrangement, location and active website) and managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the General Manager/Chief Executive Officer and academic attainment of Assistant General Manager/Assistant Chief Executive Officer) influence the direction and dynamics of talent management (i.e., talent identification, leadership talent development, talent development for hard to fill positions, higher position talent development, cohort of talent, talent utilization and reward management) in the medium-sized enterprises in Uganda.

A mixed research design was adopted. Primary data was obtained through a survey questionnaire and interviews of management experts were conducted, using the theoretical sampling technique. The interviews were meant to obtain the underlying in-depth factors pertaining to emerging issues from the quantitative data analysis. Based on the Business Register for the year 2006, the total population of the medium-sized enterprises in Uganda stood at 58,512 and the targeted sample of 600 medium sized enterprises was statistically arrived at. 570 medium-sized enterprises responded positively to the study. This gave a response rate of 95%, which was classified as excellent.

The measuring instrument yielded an overall Cronbach Alpha value of 0.77 which implied that the instrument was reliable to conduct the study. A variable was generated to measure talent management. This was done by the application of STATA Version 13.0. Linear regression analysis was conducted for all the seven research questions for the study. The model fit was

good because the probability value (0.000) was less than 0.05 and the conclusions were made at 95 per cent level of confidence.

Using the adjusted model, it was established that main business, technological advancement, ownership structure and location of enterprises significantly influence talent management in the medium-sized enterprises in Uganda. In addition, it was revealed that performance rating, leadership style, owners participation and academic attainment of the assistant general managers significantly influence the dynamics and direction of talent management in the medium-sized enterprises in Uganda. These findings formed the developed talent management model for medium-sized enterprises.

The fundamental theoretical contribution of this investigation was the development of a talent management model for medium-sized enterprises in Uganda, in the context of developing countries. The practical worth of the model is its application to strengthen talent management in the medium-sized enterprises with the view to sustain survival, growth, development and competitiveness.

The recommendations of the study are that: the dependency of medium sized enterprises in Uganda on general management aspects without embracing fundamental ingredients of talent management is a risky business venture; and medium-sized enterprises in Uganda must revisit their talent identification, talent development initiatives, talent retention programs, talent utilization and reward management systems. This will permit them to be aligned with the volatile competitive business environment. Medium-sized enterprises must continuously re-examine leadership talent development initiatives in order to enhance business leaders with the view to attain long term sustainability.

Key words: Talent Management, Medium Sized Enterprises, Competitiveness, Enterprise Characteristics, Managerial Characteristics, Model, Uganda

KAFUSHANE NGOCWANINGO

Izingcwaningo eziphathele nebhizinisi sezikuvezile ukuthi amabhizinisi amaphakathi ngobukhulu anegalelo elikhulukazi ekukhulisweni komnotho kanye nokuthuthukiswa kwenhlalomnotho yamazwe aneminotho esithuthukile kanye nalawo aneminotho esafufusa

njenge-Uganda. Kusenjalo, lawa mabhizinisi azithola ebhekene nezinkinga eziningi, futhi enkulu kunazo zonke, wukuntuleka kwemodeli noma amamodeli okuphathwa kwabasebenzi, ngokunjalo nokuntuleka kwabasebenzi abanekhono abazokwazi ukuqhubekisela phambili amabhizinisi lawo ukuze akwazi ukukhula futhi adlondlobale emsebenzini wawo webhizinisi lapho kunesimo sokuncintisana okukhulu phakathi kwamabhizinisi.

Inhloso yalolu cwaningo lwamanje kwabe kuwukuthuthukisa imodeli yokuphathwa kwabasebenzi engasetshenziswa emabhizinisini amaphakathi ngobukhulu ase-Uganda, ngenhloso yokuheha nokugcina abantu abanamakhono ukuze kuqinisekise ukuthi amabhizinisi ayaqhubeka nokusebenza, ayakhula, ayathuthuka futhi ayakwazi ukuncintisana ngempumelelo emkhakheni wezebhizinisi.

Lolu cwaningo kwathuthukiselwa phezu kwesitatimende sethisi esithi izici-bunjalo zebhizinisi (okusho umsebenzi oyinhloko owenziwa yibhizinisi, inani labasebenzi, iminyaka esiphelile lasungulwa futhi likhona, ukuthuthuka noqhukubekela kwalo phambili kwezobuchwepheshe, isimo sobunikazi, indawo elisebenzela kuyona kanye newebhusayithi esebenzayo) kanye nezici-bunjalo eziphathelene nokuphathwa kwebhizinisi (okusho, izinga lokuncintisana, isilinganiso-kusebenza sebhizinisi, isitayela sobuholi, ukubamba iqhaza komnikazi, izinga lemfundo eliphakeme afinyelele kulona uMphathi-jikelele/uMphathi Omkhulu kanye nezinga lemfundo eliphakeme elifinyelele kulona iPhini loMphathi-jikelele/iPhini loMphathi Omkhulu) kunomthelela emgudwini kanye nezinqubo-kusebenza zokuphathwa kwabasebenzi (okusho, ukuhlonzwa kwabasebenzi abanekhono, ukuthuthukiswa kwabasebenzi abanekhono lobuholi, ukuthuthukiswa kwabasebenzi abanekhono lokugcwalisa izikhala okunzima kakhulu ukuzigcwalisa, ukuthuthukiswa kwabasebenzi abazongena ezikhundleni eziphakeme, iqembu labasebenzi abanekhono, ukusetshenziswa kwabasebenzi abanekhono kanye nokuphathwa kwemivuzo) emabhizinisini amaphakathi ngobukhulu kwelase-Uganda.

Kulolu cwaningo kwasetshenziswa idizayini yocwaningo oluxubile. Idatha eyisisekelo (*primary data*) yatholakala ngokusebenzisa amaphephamibuzo ocwaningo futhi kwabanjwa nama-inthaviyu (izingxoxo) nongoti bezokuphatha, kusetshenziswa i-*theoretical sampling technique*. Ama-inthaviyu, kwabe kuhloswe ngawo ukuthola izimo ezijulile eziyisisekelo eziphathelene nalokho okuqubuka ekuhlaziyweni kwedatha kusetshenziswa ucwaningo olukhwantithethivu. Ngokwemininingwane ehlinzekwe yiRejista Yamabhizinisi yowezi-2006, inani eliphelele lamabhizinisi amaphakathi ngobukhulu e-Uganda labe lime kwizi-58,512 futhi lolu cwaningo

Iwapumelela ukufinyelela kwinani lamabhizinisi olwaluhlose ukufinyelela kuwona, okungamabhizinisi aphakathi ngobukhulu angama-600. Angama-570 amabhizinisi aphakathi ngobukhulu abamba iqhaza ngenkuthalo kulolu cwaningo. Lokhu kwahlinzeka ngezinga lokusabela elingama-95%, okuyizinga elithathwa njengelihle kakhulu.

Ithuluzi lokukala lakhiqiza inani-bungakho eliphelele le-*Cronbach Alpha* elingu 0.77 okusho ukuthi leli thuluzi labe liyithuluzi elithembakele futhi elifanelekile ukwenza ucwaningo. Kwenziwa isikali esiguquguqukayo sokukala ukuphathwa kwabasebenzi abanekhono. Lokhu kwenziwa nokusebenzisa i-*STATA Version 13.0*. Kwenziwa uhlaziyo lwe-*linear regression* maqondana nayo yonke imibuzo yocwaningo eyisikhombisa. Ukufaneleka kwemodeli kwabe kukuhle kakhulu ngoba i-*probability value* (0.000) yabe ingaphansi kuka-0.05 futhi imibono yokuphuthula yenziwa yafinyelele ezingeni lokuthembakala elingama-95%.

Ngokusebenzisa imodeli ehlelwe kabusha, kwatholakala ukuthi umsebenzi oyinhloko owenziwa yibhizinisi, ukuthuthuka nokuqhubekela kwalo phambili kwezobuchwepheshe, isimo sobunikazi kanye nendawo asebenzela kuyona amabhizinisi kunomthethela omkhulu ekuphathweni kwabasebenzi emabhizinisini amaphakathi ngobukhulu ezweni lase-Uganda. Ngaphezu kwalokho, ucwaningo lwakuveza ukuthi isilinganiso-kusebenza, isitayela sobuholi, ukubamba iqhaza komnikazi kanye nezinga lemfundo eliphakeme elifinyelele kulona iphini lomphathi, kunomthelela kwizinqubo-kusebenza kanye nasemgudwini wokuphathwa kwabasebenzi emabhizinisini amaphakathi ngobukhulu kwelase-Uganda. Le miphumela etholakele ocwaningweni yakha imodeli yokuphathwa kwabasebenzi ethuthukisiwe, eqondiswe emabhizinisini amaphakathi ngobukhulu.

Igalelo eliyisisekelo, eliphathelene nethiyori, elenziwe yilolu cwaningo wukuthuthukiswa kwemodeli yabasebenzi eyenzelwe amabhizinisi amaphakathi ngobukhulu kwelase-Uganda, ngokwesimo esiqondene namazwe asathuthuka. Ukusebenziseka nokubaluleka okuphathekayo kwale modeli wukusetshenziswa kwayo ekuqiniseni ukuphathwa kwabasebenzi abanekhono emabhizinisini amaphakathi ngobukhulu ukuze kuqinisekise ukuthi amabhizinisi ayaqhubeka nokusebenza, ayakhula, ayathuthuka futhi ayakwazi ukuncintisana ngempumelelo emkhakheni wezebhizinisi.

Izincomo zocwaningo wukuthi: ukuthembela kwamabhizinisi aphakathi ngobukhulu ase-Uganda ezinqubweni zokuphatha ezijwayelekile ngaphandle kokuqinisekisa ukubhekelelwa

kwezinto ezisemqoka kakhulu futhi eziyisisekelo sokuphathwa kwabasebenzi abanekhono kuyinto eyingozi kakhulu ebhizinisini; futhi amabhizinisi amaphakathi ase-Uganda kumele abuyekeze noma abhekisise izindlela nezinqubo zazo eziphathelene nokuhlonza abasebenzi abanekhono, izinhlelo zazo zokuthuthukisa abasebenzi abanekhono, izinhlelo zokugcina abasebenzi abanekhono, izinhlelo zokusebenzisa abasebenzi abanekhono kanye nezinhlalo zokuphathwa kwemivuzo. Lokhu kuzokwenza ukuthi lawa mabhizinisi akwazi ukuhambisana nesimo sebhizinisi esinokuncintisana okunzima impela. Amabhizinisi amaphakathi ngobukhulu kumele aqhubeke nokuhlola nokubhekisisa kabusha izinhlelo zokuthuthukiswa kobuholi bebhizinisi ukuze kuthuthukiswe abaholi bebhizinisi ngenhloso yokuqinisekisa ukusimama kwesikhathi eside.

Amagama asemqoka: Ukuphathwa kwabasebenzi abanekhono, AmaBhizinisi Amaphakathi Ngobukhulu, Ukuncintisana, Izici-bunjalo Zebhizinisi, Izici-bunjalo Eziphathelene Nokuphatha, iModeli, Uganda

SETSOPOLWA

Dithuto tša go šetša kgwebo di utullotše gore dikgwebo ya bogolo bja magareng bo dira seabe se segolo go kgolo ya ikonomi le tllhabollo ya ikonomi le leago ya diikonomi tšeo ditšwelelago go swana le Uganda. Ka nako e tee, dikgwebo di lebane le mathata a magolo, bjo bogolo go fetiša ke hlokego ya kakaretšo motlolo wa taolo ya talente le batho ba go ba le talente ba kgoromeletša go re go kgone go kgotleletšwa phadišano.

Nepo ya matsapa a diphatišišo tša bjalo e be e le go tllhabolla motlolo wa taolo ya talente yeo e bego e ka šomišwa ke dikgwebo tša magareng mo Uganda go gokagoketša le go rua batho ba go ba le talente ka maikemišetšo a go tšwetša pele go phomelela, kgolo, tllhabollo le go kgona go phadišana.

Thuto ye e gatetše pele ka go setatamente sa thesise ya go re dimelo tša kgwebo (ke go re., kgwebo ya motheo, palo ya bašomi, mengwaga ya go ba gona, kgatelopele ya thekenolotši, peakanyo ya bong, lefelo le weposaete ya go šoma) le dimelo tša bolaodi (ke go re., maemo a phadišano, kelo ya mašomelo a kgwebo, mokgwa wa boetapele, botšeakaro bja mong, phihlelelo ya dithuto tša Molaodikakaretšo/Molaodiphethiši le phihlelelo ya dithuto ya

Motlatšamolaodikakaretšo/Motlatšamolaodiphethiši) do huetša tsela le mathaithai a taolo ya talente (ke go re., tlhaolo ya talente, tlhabollo ya talente ya boetapele, tlhabollo ya talente ya diposo tšeo go lego boima go di tlatša, tlhabollo ya talente ya diposo tša godingwana, yuniti ya talente, tšhomišo ya talente le taolo ya difoka) ka go dikgwebo tša magareng kwa Uganda.

Tlhamo ya hlakahlakano ya diphatisišo e kgethilwe. Datha ya motheo e hweditšwe ka letlakalapotsišo la dinyakišišo le ditsebi tša taolo ya dipoledišano tša mošomo di dirilwe, go šomiša mokgwa wa go dira sampole ya teori. Dipoledišano tša mošomo di be di diretšwe go hwetša dintlha tša motheo tša go tsenelela mabapi le ditaba tšeo di tšwelelago go tšwa go tekolo ya datha ya dipalopalo. Ge go lebeletšwe Retsisetara ya Kgwebo ya ngwaga wa 2006, palomoka ya setšhaba sa dikgwebo tša magareng kwa Uganda e be e eme go 58,512 le sampole yeo e nepilwego ya dikgwebo tša magareng tše 600 di fihlile go ya ka dipalopalo go dikgwebo tše 570 tša magareng tšeo di ikarabetšego ka tshwanelo go thuto ye. Se se file kelo ya dikarabo ya diperesente tše 95 tše di hlophilwego bjalo ka tša maemo a godimo.

Sedirišwa sa go ela se fihleletše palomoka ya boleng bja Cronbach Alpha ya 0.77 yeo e laeditšwego go re sedirišwa se se tshepegile go diragatša thuto ye. Sefapantšhi se hlamilwe go ela taolo ya talente. Se se dirilwe ka tšhomišo ya STATA Version 13.0. Poelomorago ya kelo ya tatelano e dirilwe go dipotsišo ka moka tše šupa tša diphatisišo tša thuto. Mohuta wo wa motlolo o be o le botse ka gobane boleng bja kgonagalo e be e le (0.000) ka fase ga 0.05 le dithumo di dirilwe ka diperesente tše 95 tša maemo a boitshepo.

Go šomišwa motlolo wo o beakantšwego, go hwetšagetše go re kgwebo ye kgolo, kgatelopele ya thekenolotši, sebopego sa bong le lefelo la dikgwebo di huetša kudu taolo ya talente ka go dikgwebo tša magareng tša Uganda. Go tlaleletša, go tšweleditše go re kelo ya mašomelo, mokgwa wa boetapele, botšeakarolo bja mong le phihlelelo ya dithuto tša batlatšabalaodikakaretšo di huetša kudu mathaithai le khuetšo le tsela ya taolo ya talente ka go kgwebo ya magareng mo Uganda. Dipelo tše di hlamilwe motlolo wa taolo ya talente wa dikgwebo tša magareng.

Seabe sa teori ya motheo sa dinyakišišo tše ke tlhabollo ya motlolo wa taolo ya talente wa dikgwebo tša magareng tša Uganda ka go lefapha la dinaga tšeo di hlabologago. Boleng bja nnete bja motlolo wo ke tšhomišo ya wona go matlafatša taolo ya talente ka go dikgwebo tša magareng ka tebelelo ya go tšwetšapele go phela, kgolo, tlhabollo le go kgona go phadišana.

Ditigelo tša thuto ke go re: go ithekga ga dikgwebo tša magareng kwa Uganda go merero ya kakaretšo ntle le go amogela ditswakwa tša motheo tša taolo ya talente ke kgwebo ye kotsi; le dikgwebo tša magareng tša Uganda di swanetše go boela go tlhaolo ya bona ya talente, matsapa a tlhabollo ya talente, mananeo a go swarelela talente, tšhomišo ya talente le tshepedišo ya taolo ya difoka. Se se tla ba dumelela go sepelelana le tikologo yeo e tekatekago ya kgwebo. Dikgwebo tša magareng di swanetše go tšwela pele go lekolaleswa matsapa a tlhabollo ya talente ya boetapele go re go kgontšhwe baetapele ba kgwebo ka maikemišetšo a go fihlelela kgatelopele ya go ya go ile.

Mantšu a motheo: Taolo ya talente, Dikgwebo tša magareng, go kgona go phadišana, semelo sa kgwebo, dimelo tša bolaodi, Motlolo, Uganda

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ABBREVIATIONS AND ACRONYMS

BP	British Pounds
EAC	East African Community
EU	European Union
CAPM	Capital Assets Pricing Model
CEOs	Chief Executive Officers
CMC	Common Man's Charter
CRB	Credit Reference Bureau
FDI	Foreign Direct Investment
GOU	Government of Uganda
GDG	Gross Domestic Product
HRM	Human Resources Management
ICT	Internet Communication Technology
ISO	International Organization for Standardization
KCCA	Kampala City Council Authority
NPA	National Planning Authority
PAYE	Pay As You Earn
PSFU	Private Sector Foundation Uganda
PwC	PricewaterhouseCoopers
SDGs	Sustainable Development Goals
SMEs	Small Medium Enterprises
SMMEs	Small Medium and Micro Enterprises
TK	Bangladesh Currency
UIA	Uganda Investment Authority
UDC	Uganda Development Corporation
NITA-U	Uganda National Information Technology Authority
RQ	Research Question
UNIDO	United Nations Industrial Development Organization
URA	Uganda Revenue Authority
USA	United States of America
USD	United States Dollars
WB	World Bank

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. Introduction

This chapter presents the introduction and background of the study, problem statement, aims and objectives of the study, research questions, justification for the study, significance of the study, aspects of research design, scope of the study, assumptions, structure of the thesis, and a summary of the chapter. The approach to have a summary for the chapter and the subsequent ones was adopted because the researcher felt that it was important to remind the reader of what has been previously covered and to prepare him or her for the subsequent write-ups. Secondly, the researcher viewed the content of each chapter fundamental to the study because it provided the framework and the direction of the investigations, on which the thesis evolved to attain the ultimate objective.

Global economic changes and associated integrations are confirmed structural transformations which have greatly impacted on the way public and private sectors of economies operate, irrespective of the level of socio-economic development. Enterprises are by and large experimenting/searching/adopting various management phenomena and different techniques in order to evolve the cutting edge to respond to global competitiveness. These processes tend to explain the enormous changes being experienced in management circles of enterprises, both in public and private sector of economies, irrespective of the level of economic development. Examples of techniques that have been adopted to enhance business competitiveness include management by objectives, out-based evaluations systems, [more so for non-profit making enterprises] total quality management and business process re-engineering. All these approaches have been adopted in order to enhance enterprise competitiveness resulting from globalisation (Lee & Oakes, 1996).

Specifically, in terms of human resources management, these management changes have shifted enterprise dependence from machinery and financial resources to people. Accordingly, the move has contributed to the increasing relevance of human resource management in enterprise competitiveness and subsequently, the emerging of concepts like intellectual capital, human capital and talent management. All these changes and the emerging

importance of human resources in relation to how enterprises are managed is a critical ingredient to the business world. By and large, these concepts have resulted into fundamental changes in the way people are managed in enterprises with the sole objective to sustain survival, growth, development and competitiveness (Jackson, 2010; Bernthal, Colteryahn, Davis, Naughton, Rothwell & Wellins, 2004; Lawler III, 2008; Judy & D'Amico, 1997). Based on the paradigm shift on how people are managed in enterprises operating in a competitive business environment, this study focused on talent management in medium scale enterprises in Uganda.

Specifically, the economic proximity, integration and enterprise competitiveness being experienced in emerging economics are mainly attributed to the wave of globalisation. This raises a question: Why has globalisation spread so fast? Management scholars have appreciated that globalisation and related economic integration have been made possible because of the advent and spread of the internet in various economies. Internet is by and large integrated in business operations of enterprises, both in developed and emerging economies. This has resulted into sharing of business information, market expansion, technological comparison and adaptation of management systems and advancement. Therefore, it is logical to argue that internet and globalisation are almost inseparable. The internet phenomenon explains why it is becoming intolerable to analyse an enterprise's internal business processes and management systems without hinting on its impact or contribution. It is held that internet is intended to provide real time business information in a competitive business environment and it is a contributor to the enterprises' survival, growth, development and competitiveness (Huang & Sun, 2016).

1.2. Background to the Study

After the independence of a number of African countries in the late 1950s and 1960s, the governments embarked on provisions of infrastructure, goods and services to their people. This was essentially undertaken as a socio-economic strategy to alleviate poverty and to improve the general living conditions of the population. In order to achieve the documented socio-economic objectives in respective blue prints, the majority of governments in Africa, Uganda inclusive, embarked on the establishment of public enterprises (Olu, 1996; Mukandala, 1993). At the same time, governments in Africa then, were not keen on the development and expansion of the indigenous entrepreneurs. This negative approach to the indigenous business sector was a result of an invisible "power struggle". The political leadership had

mistrust of a robust private sector, consisting of indigenous people. The politicians feared that a strong and financially able indigenous entrepreneurs might develop interest in politics and challenge their power domain. This action basically explains why, by and large, the private sector in Africa did not develop at the required economic pace to cause or enhance the anticipated socio-economic transformations. Consequently, the indigenous people were mainly involved in small and informal business sector activities in their economies (McDade & Spring, 2005).

Cognizant to these facts, in the 1980s with the emerging of globalization, some Eastern African countries examined the role of the public sector in the provision of goods and services (Rasheed, Beyene & Otobo, 1994). By and large, governments concluded that the combination of the provision of goods and services to the population and the ever-expanding needs for infrastructure socio-economic development was not systematically attainable and sustainable, given the available limited resources. This was because public enterprises were performing poorly, thus, failing to deliver goods and services due to a number of reasons (Olu, 1996). Rasheed et al. (1994) affirmed that corporate administration of the public enterprises was characterised by management challenges resulting from hierarchical bureaucracy, non-value addition processes, over staffing, political interference, financial mismanagement and diversion of resources to attain political aspirations of the appointing authority. Appointments in these enterprises were usually based on blood relationship and political connections. All this greatly contributed to the inefficiency of public enterprises in Africa, resulting in the failure to attain the strategic objectives which led to their formation. Specifically, service delivery by public enterprises was engulfed in high transaction costs, poor client management, incompetence and non-response to clients' needs and aspirations and being static without adopting management changes in their internal business processes (Berihu, 2009).

In particular, public enterprises in Uganda were loss making entities as revealed by a study conducted by the Parastatal Monitoring Unit in 1996. According to Khabusi (1997), this study established that five public utilities, three financial institutions and two other public enterprises were subsidised to the tune of 217 million United States Dollars (USD). These subsidies were in the form of financial transfers from the national treasury, direct subsidies and tax waivers with the objective to keep them afloat. This business situation was not economically viable and sustainable because it was crippling the economy and overall, infrastructure development was neglected. An alternative economic approach was urgently

required in order to align and propel the socio-economic development of the economy of Uganda.

Khabusi (1997) affirmed that in order to alleviate the structural problem of draining the national treasury, Uganda's parliament enacted the Public Enterprise and Divestiture Statue which ignited the reduction of government's direct role in the economy. This resulted into the private sector having a greater role to play in the socio-economic development of the country. It was this fundamental change in the economic framework of Uganda which continued to witness the increasing role of the private sector as a strategic player in propelling the economic development to greater heights. However, the privatisation strategy adopted by the Government of Uganda (GoU) encountered support and criticisms. There are claims and counter claims on the effectiveness of the privatization strategy and its implementation in terms of value for money, and the long-term effectiveness in enterprise performance, improvement, employment creation and economic linkages with the agriculture sector. However, these aspects are by and large outside the horizon this study.

In relation to privatisation of economies, Traique and Schuler (2010) advanced that globally, there have been paradigm shifts in the way enterprises are managed irrespective of the capital outlay and number of employees engaged therein. There is a realisation that the prosperity of a nation is created and not inherent to its natural bequest, its human resources pool, and interest rate as it was held by classical economist. It has been recognized that competition for resources and the need for continuous improvement of internal business processes is a reality. The competitiveness of an economy is dependent on its enterprises to innovate and upgrade goods and services at affordable prices. In the process, enterprises maximise competitive advantage. Furthermore, competition is greatly inclined to knowledge. It is knowledge which forms the basis of growth of enterprises and a nation. It is also acknowledged that only those enterprises which will positively respond to these global facts are bound to remain in the market, irrespective of their locations and sizes (Porter, 1990). Furthermore, the global phenomenon for competition of resources has resulted into the "war of talents" as coined by Mckinsey (Chartered Institute of Personnel Development (CIPD), 2006). The war of talent management assertion is supported by the argument that, because of globalisation, enterprises, whether small, medium or large sized are competing for markets and the necessity to have employees with potential, skills, capabilities and self-drive is a reality (Sweem, 2009; Pfeffer, 1994). This implies that irrespective of the fact that Uganda privatisation processes

commenced in the 1990s the need to live within the horizon of the said management literature is a necessity.

In specific terms, when African governments liberalised their economies in the 1980s, and 1990s it was anticipated that Foreign Direct Investment (FDI) was to play a significant role in propelling economic growth, employment creation and socio-economic development, and to have a positive impact on the current poverty levels in terms of reductions (Dupasquier & Osakwe, 2006). However, currently, this is not the case. To the contrary, African economies encounter tribulations in attracting FDI. As a result, the fall-back position in terms of propelling the economies in Africa has been the indigenous enterprises. These indigenous enterprises are generally small and medium sized. Therefore, by implication, the well-being of these enterprises in Africa is of a major concern to the economic policy maker, management scholars and the population at large. There has always been a need to ensure that these enterprises are stable, progressing and making the right contribution to the economies (Dupasquier & Osakwe, 2006).

Small, Medium and Micro Enterprises (SMMEs), also referred to as small businesses, play an important role in the majority of the economies in the world. They are the key drivers of economic growth, innovation and job creation. There is solid empirical evidence confirming that small and medium sized enterprises (SMEs) are a major job creation engine. These enterprises greatly contribute to the economic growth and development of most countries. For example, eighty per cent (80%) of the working population in Japan and fifty per cent (50%) in Germany are engaged in these enterprises (Ministry of Finance, Planning and Economic Development (MoFPED, 2008). In the same vein, the SMEs in Africa play a critical role in terms of employment creation, enhancement of economic growth and poverty alleviation (Khalique, Isa, Shaar, Abdul & Ageel, 2011; Kongolo, 2010; Rogerson, 2001). The International Journal of Finance and Economics revealed that SMEs in Ghana represented ninety-two per cent (92%) of the total enterprises and made a significant contribution to the Gross Domestic Product (GDP) estimated at seventy per cent (70%) with an employment percentage of eighty (80). In the case of South Africa, it was projected that SMEs constitute ninety-one per cent of the formal enterprises and do make a contribution in the region of fifty-two per cent (52%) to fifty-seven per cent (57%) of the GDP. These enterprises also provide sixty-one per cent (61%) of employment opportunities (Ernst & Young, 2011; CSS, 1998; Ntsika, 1999; Gumede, 2000; Berry, Blottnitz, Cassim, Kesper & Balaet, 2002).

In specific terms, estimates indicate that SMEs contribute twenty per cent (20%) of the GDP in the case of Uganda, nineteen and a half per cent (19.5%) in Kenya, and twenty-four and a half per cent (24.5%) with respect to Nigeria (MoFPED, 2008). In addition, it is also maintained that SMEs contribute to about ninety per cent (90%) of private sector output in Uganda (Uganda Investment Authority (UIA), 2008). Related to this assertion, Rogerson (2001) emphasised that it is this critical importance of the SMEs which has caused a shift in the macroeconomic planning framework of African economies to focus more on the search for the “African Miracle”. The main objective of this rifle is to attain the required economic transformation of the economies in Africa. However, the fundamental problem with local enterprises lies with the low survival rate. It was estimated that twenty-five per cent (25%) to thirty per cent (30%) of the local enterprises close/collapse during the first year of operation. The enterprise mortality rate is very high indeed and therefore, there is a need to strengthen these enterprises for the good of the African economies. This poor performance of local enterprises has negative effects on the search for the “African Miracle” and the overall wellbeing of the economies in Africa. This is because of the existence of deep-seated economic challenges related to poverty alleviation, employment creation and resource utilisation which are not addressed at the required pace.

Therefore, based on the importance of these enterprises to African economies and the situation in which they are in, any investigation designed to contribute to their improvement is a welcomed initiative. In several developing countries [classified under the International Monetary Fund’s World Economic Outlook Report, April 2012 and World Bank data] SMMEs have demonstrated their powerful propellant contribution to rapid economic growth. The SMMEs sector has also been instrumental in bringing about economic transition. Specifically, these enterprises are key drivers of economic growth, innovation and job creation. For instance, it is this relevance of the SMMEs which forced the government of South Africa to recognise the segment of the business landscape and formed a ministry of Small Business Development in 2014 (Business Economic Research, 2016; IMF, 2012). This study therefore, was designed to examine the aspects of talent management, a key component of human capital in medium sized enterprises. It was intended to evaluate how talented people are managed in medium sized enterprises in Uganda and to develop a talent management model. This research undertaking is in line with the search for the “African Miracle” because it endeavoured to enhance talent management, a fundamental component in the overall survival, growth,

development and competitiveness of these enterprises. Thus, any attempt to improve the wellbeing of enterprises in Africa is in consonance with the African Miracle agenda. It was also envisaged that the results of this study would go a long way towards the realization of the economic transformation of the economies in Africa through increasing participation of the private sector and more so, the medium sized enterprises.

Related to the above analysis, United Nations (UN) holds the premise that economic growth and wealth accumulation are critical elements for the attainment of the sustainable development goals in emerging economies like Uganda. The goals acknowledge the relevance of the private sector, oscillating from the micro enterprises to cooperatives and multinationals. In order to attain the private sector, the goals emphasise the promotion of development policies that forecast productivity enhancement, decent employment creation, creativity and innovations coupled with the systematic growth of the micro, small and medium sized enterprises, including the access to financial services. Thus, private sector business activities, investments and innovations are critical drivers for productivity improvements, inclusive economic growth and employment creation. These SMMEs need to apply their creativity and innovations in order to constantly solve sustainable development challenges in emerging economics (Sustainable Development Goals (SDGs), 2016). Related to the SDGs, it is also emphasised that enterprises in the private sector of developing economies are the main sources of technological innovations, continuous improvements in internal business processes and product development (Nelson & Prescott, 2003). By implication therefore, this study in talent management of medium sized enterprises in Uganda was in line with the attainment of the SDGs, the agenda for sustainable development. This is because it was intended to improve the operations and performance of the medium sized enterprises in developing economies from a human resources management perspective. As a result, the enterprises would be in position to make the necessary contribution towards socio-economic development of Uganda and the realization of the SDGs.

The small and medium sized enterprises are basically producers of commodities that may in one way or another not have been produced by large enterprises, and do employ resources, mainly local ones, which would have remained inactive. Therefore, the business strategy to enhance the overall performance of these enterprises has a positive impact on the savings and investment volumes in developing countries. This is because a significant number of people are made to participate in economic development activities.

Furthermore, the participation in socioeconomic development activities does enhance security in developing countries through the availability of survival prospects for people who would have been unemployed and therefore a security risk (Ernst & Young, 2011). Consistently, any attempt to improve the overall wellbeing of medium sized enterprises, like this research project in talent management intended to achieve, has a positive impact on socio economic development and national security of Uganda.

Related to the above, enterprises in the private sector of emerging economies are considered to have a financial mechanism necessary for tracking the environmental challenges and building of an “Inclusive Business Model”. The model is likely to include the key aspects of society, for example, poor consumers, employment creation and supply chain (Nelson & Prescott, 2003). This implies that any study geared at examining how enterprises in the private sector of an emerging country like Uganda are managed and performing or expanding is a well-conceived undertaking. This is because it is in line with the attainment of the “Inclusive Business Model”. A case in point is this research undertaking into how the talent management concept has been adopted and propelled by medium sized enterprises in Uganda.

From a human resources management dimension, Ernst & Young (2011) asserted that SMEs make fundamental contributions in the field of skill development. These enterprises, whether small or medium sized, contribute to the development of skilled human resources, which in turn is likely to form the basis for industrial growth and development in the foreseeable future in developing economies. It is also stressed that the SMEs nurture entrepreneurial and managerial skills in the places where they are located. This continuous process acts as a stopper to rural-urban migration, given the fact that many people remain in those places where SMEs are located. By implication, it is of value for developing countries to augment the survival rate of SMEs and this could best be achieved through well designed investigations like this on. Various research studies have been conducted in the field of talent management in relation to small and medium sized enterprises. The summaries of the studies are indicated in table 1 (Appendix A).

These studies were distinct, and their findings appear to be stand-alone in the horizon of talent management. For example, Cho’s (2016) investigation centred on the identification of potential people, from the communities, to take up Ashoka fellowship program through structured selection processes. Yi Xue’s (2014) study centred on the status of talent management in

selected multinational and medium sized enterprises. The major finding was that human resource specialists have varying definitions of talent management, but this does not hinder them from linking it with the business strategy. However, in the study of Cho (2016), the local staff of Ashoka on whom the selection of potential candidates relied, lacked the capacity to conduct a systematic selection of candidates to link them with the aspiration of the Ashoka fellowship program in order to achieve its strategic objectives. These findings revealed a point of departure. Based on this analysis, the two studies lacked similarities in as far as talent identifications were concerned.

Based on the above table, studies in respect of small and/or medium sized enterprises in developing countries, Uganda inclusive, are very limited indeed (Jackson, 2010). This scenario can be attributed to a general lack of interest by researchers and/or the perception that SMEs in emerging economies are “disorganised” and therefore, do not warrant any investigation. However, it has been the GoU, through its agencies and line ministries which has been the leader in conducting research in small and medium sized enterprises. In this regard, the Ernst and Young (2010) Baseline Survey on SMEs in Uganda was conducted. This study was funded by Uganda Investment Authority (UIA). The researcher took a decision to provide an analysis of the baseline survey in order to draw distinctions between it and this study in talent management for medium sized enterprises in Uganda. This was done because it was the only comprehensive investigation in small and medium sized enterprises in Uganda. Therefore, it was important to draw differences between the two, with the view to reinforce the originality of this study, among other things.

Ernst and Young (2011) recognised the importance of small and medium sized enterprises in the socio-economic development of Uganda and emphasised that research in SMEs sector is lacking. Therefore, any investigation designed to augment the overall performance of the sector is of paramount importance to the overall growth and socio-economic development of the country. This observation is in line with the argument that research in enterprises in emerging economies is limited and therefore, there is a high propensity that African economies are likely not to attain the “African Miracle”. In specific terms, the main objective of the baseline survey was to establish a complete and in-depth position of SMEs by categorisation. The study also aimed at providing vital data to guide policy formulation, with the view to propel SMEs development in the country. For the survey to respond to the main objective, it was structured into specific aspects. For example: to conduct a situational analysis on the

SMEs in order to establish the challenges experienced therein; to classify the challenges encountered by the SMEs; and to identify the necessary actions to be undertaken in order to accelerate SMEs development in Uganda. Ernst and Young (2011) adopted the survey approach, and quantitative and qualitative data were collected and analysed. Furthermore, a documental review was also carried out to access the challenges encountered by SMEs in Uganda. In order to determine the sampling frame of the study, the Business Register of 2006/07 was used. It indicated that 24,504 SMEs existed in Uganda at the time. A sample of 378 SMEs was determined and applied.

The baseline survey revealed, among other thing, that it is important for both planning and research purposes to have a clear distinction between small and medium sized enterprises, rather than to have a generic classification of SMEs. This conclusion was based on the rationale that small and medium sized enterprises are faced with unique challenges and constraints. Therefore, a clear distinction is of paramount importance. The survey also established that in Uganda, there is no agreed policy framework designed to guide and propel small and medium sized enterprises. In this regard, it was realised that there is a need to establish an agency to be responsible for small and medium sized enterprises in order to coordinate and accelerate their growth and development with the view to enhance socio-economic development of the country. In terms of taxation, the survey established that registration of SMEs needs to be delinked from taxes imposed by local authorities. By so doing, it was argued that the economy of Uganda would be able to have a detailed classification of these enterprises based on their capacities. In essence, the Ernst and Young (2011) baseline survey dealt with various aspects pertaining to small and medium sized enterprises in Uganda.

Although the Ernst and Young 2011 baseline survey encompassed various aspects of SMEs, it did not investigate any meaningful dimension of human resources management and talent management therein. No attempt was made to provide data or information on how the SMEs managed people and the management challenges faced, if any. This limitation left a knowledge gap in the aspects of management which called for a specific and well-designed intervention. Therefore, this study, directly or indirectly endeavoured to bridge the said gap. This meant that in situations where the reader could access the Ernst and Young (2011) survey report and this thesis on talent management, a more complete picture of medium sized enterprises operations in Uganda could be established and appreciated. Besides the said limitation, the Ernst & Young (2011) baseline survey on SMEs in Uganda provided relevant data and details,

for example, the challenges encountered in Uganda, location patterns, ownership patterns and markets availability, which to a certain extent, informed the shaping of this research study.

The relevance of this research undertaking is echoed by management scholars in the dimension that human resources management investigations have greatly concentrated on large enterprises. Little attention has been accorded to medium sized enterprises (Jackson, 2010). This assertion reveals that there are management challenges encountered by medium sized enterprises but little or no attention or consideration has been accorded to them in terms of scholar investigations. At the same time, the medium sized enterprises are known as key economic players in the economies of many countries. This situation implies that there are gaps in terms of knowledge in as far as management of medium sized enterprises is concerned. Therefore, this study was designed to endeavour to bridge” the gap, by providing relevant information in the field of talent management with specific reference to medium sized enterprises in Uganda, a developing economy.

It is a known fact in the business world that enterprises do compete for resources and markets of their products. Apparently, the increase in the market share of an enterprise is attained and sustained by continuous improvement of the product(s) and/or services placed for sell. In all cases, the process for continuous quality improvement is attained through the alignment of internal business processes and by exploring new markets with the view to maximise profit from the economics model of economies of scale (Yarnall, 2011; Sharma & Bhatnagar, 2009). In the venture to sustain competitiveness, enterprises have acknowledged that there is an ever-increasing demand for people who are capable to propel them forward in order to attain their strategic objectives and to remain economically viable in an environment which is volatile and highly unpredictable (Tarique & Schuler, 2010; Sharma & Bhatnagar, 2009; Areiqat, Abdelhadi & Al-Tarawneh, 2010). These are the talented people. In enterprises, talented people are considered to possess the will, motivation, high innovation instinct, to have the ability to succeed and sustain business success and are obsessed with passion to make a difference which matters in the marketplace (Sharma & Bhatnagar, 2009; Cappelli, 2000). It was against this background that this research undertaking was designed to investigate talent management aspects in medium sized enterprises in Uganda with the intention to develop a coping model.

1.3. Statement of the Problem

Medium sized enterprises in emerging economies are the backbone of competitiveness and efficient utilisation of limited resources. However, these enterprises are faced with fundamental business bottlenecks, for example, economic recessions, barricades from global sourcing, low productivity, stringent bank procedures and interest rates. All these factors hinder their ability to expansion and development (He & Karami, 2016; Okello-Obura, Minishi-Majanja, Cloete & Ikoja-Odongo, 2008; Migiro, 2005; Kasekende & Opondo, 2003). In addition, the medium sized enterprises are faced with challenges related to a general lack of prudent managerial capabilities, which is critical for the day-to-day management and strategic planning (SDGs, 2016; Cant & Wiid, 2013; Khalique et al., 2011; UIA, 2008; Migiro, 2005). It is also recognised that the biggest challenge faced by medium sized enterprises stems from talent management. The overall quality of people charged with the responsibility to propel these enterprises forward is wanting. In order to mitigate this challenge, the GoU intervened by substantially investing in training people in the different strata of the education setting. This was done in anticipation to step-up the supply of skilled human resources. Unfortunately, this intervention did not yield the anticipated results, with specific reference to medium sized enterprises (NDP, 2010).

At the 5th Private Sector Foundation Uganda (PSFU) members meeting held from the fourth (4th) to the fifth (5th) of March 2010 in Uganda, it was concluded that human resources productivity indices are very low indeed, in respect to medium sized enterprises. The Foundation further affirmed that technical and managerial skills are lacking in medium sized enterprises and this scenario has affected their survival, growth, development and competitiveness. In return, the economy of Uganda has experienced negative consequences in terms of employment creation and resources utilisation (PSFU, 2010). To address the said human resources challenges, the Federation of Uganda Employers and Enterprise Uganda conducted a series of human resources development training programs. Regrettably, these training interventions did not yield the required capacity. As a result, it is asserted that Uganda has the highest mortality rate of enterprises. Hence, the challenges related to talent management have persisted in the medium sized enterprises in Uganda.

Consistently, the medium sized enterprises are involved in recruitment of employees and employee utilisation; they do reward their employees and are deemed to be involved in employee training and development with the view to sustain survival, growth, development

and competitiveness. Nevertheless, the medium sized enterprises in Uganda are still faced with challenges in the field of talent management. The problem is that it is not known to what extent do these talent management challenges hinge on recruitment, utilisation, reward, development, leadership and retention in the context of Uganda? Furthermore, it is also not known whether the medium sized enterprises in Uganda employ a talent management model to mitigate the said challenges. This situation is made public that there is a fundamental problem in the way people are managed in the medium sized enterprises in Uganda. This unwanted business management situation calls for immediate enquiry to establish the underlying factors to the problem in order to recommend practical solutions to the medium sized enterprises.

1.4. Aim of the Study

The aim of the study was to develop a model for talent management that could be used by medium sized enterprises to attract and retain talented employees in order to sustain enterprise survival, growth, development and competitiveness.

1.5. Research Objectives of the Study

In order to achieve the aim of the study, the following specific research objectives were formulated:

1. To ascertain whether medium sized enterprises in Uganda identify talented people;
2. To determine how medium sized enterprises in Uganda develop talented employees to enable such employees to take up leadership positions in the foreseeable future;
3. To establish how medium sized enterprises in Uganda develop talented employees to enable such employees ascend to the hard to fill positions in the foreseeable future;
4. To ascertain how medium sized enterprises in Uganda develop talented employees to enable such employees take up higher positions in the foreseeable future;
5. To establish whether medium sized enterprises have in place a cohort of developed people who are in position to immediately fill up any vacant posts when demand crops up in order to sustain enterprise survival, growth, development and competitiveness;
6. To identify how medium sized enterprises in Uganda utilize talented people in relation to their individual potential with the view to advancing and sustaining enterprise

survival, growth, development and competitiveness;

7. To establish the degree to which the reward management for talented people in medium sized enterprises is competitive; and finally
8. To develop a model for talent management towards retention of talented employees in medium sized enterprises in order to sustain enterprise survival, growth, development and competitiveness (for a developing country such as Uganda).

1.6. Main Research Question

As a response to the identified problem, this study was designed to answer the following main research question:

What kind of talent management model should be used by medium sized enterprises to develop and retain talented people in order to sustain enterprise survival, growth, development and competitiveness? What should be incorporated in the model, and under which condition should this kind of model be applied?

1.6.1. Sub Research Questions

Consequently, in order to fully answer the main research question, the following sub questions were formulated:

1. Do medium sized enterprises in Uganda identify talented people?
2. Do medium sized enterprises in Uganda develop the identified talented employees to enable them take up leadership positions in the foreseeable future?
3. To what extent do medium sized enterprises identify talented people to enable them to ascend to “too hard to fill positions” in the foreseeable future?
4. Do medium sized enterprises in Uganda develop the identified talented employees to enable them to take up higher positions in the foreseeable future?
5. To what degree do medium sized enterprises develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness?
6. How are talented people utilized in medium sized enterprises in Uganda in relation to their individual potential with the view to advancing and sustaining enterprise

survival, growth, development and competitiveness?

7. To what degree is the reward management for talented employees in medium sized enterprises competitive?

In conclusion, the researcher believed that the responses to the abovementioned sub questions were to provide the grand answer to the main research question. By so doing, this was to go a long way to resolve pertinent issues related to talent management in medium sized enterprises in a developing country such as Uganda.

1.7. Justification of the Study

The study was justified on the following grounds:

1. There are gaps in talent management literature particularly that pertaining to medium sized enterprises. Management literature on small and medium sized enterprises is very limited and it diminishes as one navigates from developed economies to the developing world (Jackson, 2010). Therefore, this study was justified on the grounds of the intention to make contributions towards bridging the gaps in the body of knowledge between developed economies and emerging ones.
2. When African governments liberalised their economies in 1980s, it was anticipated that Foreign Direct Investment (FDI) was to play a significant role in propelling economic growth, employment creation and socio-economic development, and to have a positive impact on the reduction of the current poverty levels (Dupasquier & Osakwe, 2006). To the contrary, African economies have encountered tribulations in attracting FDI. As a result, the fall-back position in terms of propelling the economies in Africa is the indigenous enterprises. These indigenous enterprises are generally small and medium sized. Thus, the study was justified because it was designed to make a significant contribution to the well-being of enterprises in Africa. This is of a major concern to economic policy maker, management scholars and the population at large. Therefore, there was an urgent need to ensure that these enterprises are stable, progressing and making the right contribution to the economies (Dupasquier & Osakwe, 2006). This study was designed to make a significant contribution towards the stability of medium sized enterprises in emerging economies.
3. With regard to methodology, the study was designed to use both the quantitative and qualitative data. This was an improvement from what other researchers used in the

investigations related to talent management (for e.g., Jackson, 2010; Cho, 2016).

4. It was anticipated that the results of the study would provide an appropriate output to be disseminated to policy makers concerned with medium sized enterprises in Uganda and in other developing countries. In this way, it was anticipated that business policy matters would be influenced, leading to the stability and development of these enterprises. It was further proposed that this would, in turn, have a positive impact on employment creation, poverty alleviation and acceleration of socio-economic development of Uganda and other emerging economies.
5. The findings of the study were to be structured and presented to owners and managers of the medium sized enterprises in Uganda at various business-oriented forums. This would be done with the objective to cement the importance of talented people to enterprise survival, growth, development and competitiveness. In return, it was anticipated that medium sized enterprises sustainability and development would be enhanced. It was also expected that overtime, significant management changes would be implemented in these enterprises and this would be having a positive impact on the socio-economic development of Uganda and other developing countries in the same horizon.
6. This study was expected to consider some theories and models of talent management in the literature review, much of which would appear to be destined for the developed world. In chapter three, these models and theories are discussed with the view to ascertain their suitability and application to developing economies, with specific reference to the medium sized enterprises. In this way, the findings of this study are likely to have a positive impact on management literature in relation to talent management.

Previously, the researcher had investigated the performance of the Rural Farmers Scheme under the auspices of Uganda Commercial bank and had written a dissertation as a partial fulfilment for the award of a Postgraduate Diploma in Human Resources Management of Uganda Management Institute. In the process, the researcher was exposed to issues pertaining to survival strategy of small and medium sized enterprises. This was a fundamental factor in the selection of the research topic of this study. Secondly, the study was also considered worth undertaking by the researcher because there was no evidence that an in-depth investigation had been conducted in the field of talent management in medium sized enterprises in Uganda. Thus, this study was original in terms of design and purpose. It is this

originality and relevance which propelled and energized the researcher to swim upstream.

1.8. Significance of the Study

1. The study is likely to evolve a new dimension in the management of medium sized enterprises in Uganda, through emphasising the concept of talent management. The analysis and recommendations are likely to contribute towards propelling the medium sized enterprises to a new horizon in terms of human resources management and this is likely to have a positive impact on survival, growth, development and competitiveness.
2. The findings of the study shall be complied and submitted to the Government of Uganda, for example, to the Ministry of Finance, Planning and Economic Development (MoFPED), National Planning Authority (NPA), Private Sector Foundation of Uganda (PSFU), and Enterprise Uganda, among others, for the purposes of revisiting and refocusing medium sized enterprises in Uganda to talent management, as a strategy for survival, growth and competitiveness. It is anticipated that this will, in turn, have a positive impact on employment creation, poverty alleviation and acceleration of socio-economic development of Uganda.
3. The findings of the study will be structured and presented to owners and managers of the medium sized enterprises for the purposes of enhancing their appreciation of the concept of talent management. This will in turn have a positive impact on enterprise survival, growth, development and competitiveness.
4. The study will make a significant contribution in the field of enterprise development. It is envisaged that this contribution will be very relevant to emerging economies, where the majority of the enterprises are classified as small and medium sized enterprises.
5. The study identifies areas which may require further attention in terms of management research in medium sized enterprises. By so doing, there is a likelihood of a shift from large enterprises to medium sized ones in terms of scholarly investigations. This attention will go a long way towards the search for the African miracle in terms of enterprise management, growth and development.
6. The results of this research project were complied, formulated into a thesis and submitted to the Graduate School of Business Leadership in fulfilment for the award of the Doctor of Business Leadership Degree, of the University of South Africa.

1.9. Delimitation and Scope of the Study

Delimitation of a study is primarily focused on how the scope of the research undertaking is aligned to a focal point or a particular area of study. The business sector of Uganda consists of small, medium micro and large enterprises. However, this research project was narrowed down to medium sized enterprises only because of the following reasons:

1. Medium sized enterprises do have varying ownership and are a pivot in the private sector of the economy of Uganda. Therefore, it was imperative for the researcher to consider them without considering government owned enterprises whose feeling of the challenges related to survival, growth, development and competitiveness is not of a serious concern;
2. The investigation centred on talent management initiatives and outcomes and did not take into consideration any other human resources management concept/program in the medium sized enterprises.

1.10. Limitation to the Study

A limitation of a research undertaking tends to signal out probable weaknesses in the investigation. While undertaking this research study of a talent management model for medium sized enterprises in Uganda, the researcher experienced the following constraints in the investigation processes:

1. Many owners of the medium sized enterprises in Uganda linked the study to taxation. The owners or top managers of the medium sized enterprises held the view that the information to be obtained was to be transmitted to Uganda Revenue Authority (URA) for purposes of improving their tax base. In order to lessen these fears, the researcher with the help of some business-oriented organisations like Uganda Manufacturer Association and Private Sector Foundation informed their members of the correct agenda of the study.
2. Access to the experts who were supposed to be interviewed was a challenge to the researcher. By and large, these people were busy. Many appointments were rescheduled, which caused delays and time overruns.
3. Some respondents were unwilling to provide responses to the questionnaire for the

fear of the owners of the medium sized enterprises. They feared that their jobs would be at stake. The investigator reacted positively to this situation by minimising these fears. The respondents were assured that their names and those of their enterprises would not be mentioned in the final report. Furthermore, the researcher emphasised the purpose of the study and consequently, sufficient confidence was obtained, and the questionnaires were responded to.

1.11. Assumptions of the Study

The study was conducted on the basis of the following assumptions:

1. The respondents provided trustful, sincere, frank and candid responses which replicated their perceptions of talent management in medium sized enterprises in Uganda;
2. The respondents provided the data pertaining to all the aspects of the questionnaire based on their understanding, appreciation and perception of how talented people were managed in medium sized enterprises in Uganda;
3. The research assistants and statisticians observed the highest professional ethical standards pertaining to research studies at all times;
4. The audit trail for the investigation was always kept and updated during the course of the study;
5. The responses provided were without any external influence or assistance from an external party.

1.12. Outline of the Thesis

This section presents the adopted structural outline of the thesis:

1. Chapter One – Introduction and Background to the Study
2. Chapter Two – The Study Context
3. Chapter Three – Literature Review for the Study
4. Chapter Four – Research design and methodology
5. Chapter Five – Results and Discussions
6. Chapter Six – Conclusions and Recommendations

1.13. Summary of Chapter One

Basically, this chapter provided the introduction, a broad delineated background, statement of the problem, aim of the research project under review, research objectives, main research question and sub research questions, justification of the study and the significance of the research project. These were followed by aspects of delimitation and scope of the study, limitation of the study and the assumptions underpinning the study.

The following chapter provides the description of the study area.

CHAPTER TWO

THE STUDY CONTEXT

2.1. Introduction

This chapter presents the geographical aspects of the study area, population characteristics, economic aspects of the country, a summary of economic history from independence to 1970 (the Amin's era 1971-1979), the period 1980 – 1985, the period 1986 – 2014, major reforms undertaken in the business sector of Uganda, the oil sector of Uganda, skill gaps, specialized skills, a summary of the health sector of the country, Uganda's dream - Vision 2040 and a conclusion. The chapter was structured this way in order to provide the reader with a description of the historical and socio-economic aspects of the study area. This was done on the premise that such information was necessary because of its direct and indirect relationship or influence on the economy where the medium sized enterprises did operate. Secondly, the researcher held the view that historical and socio-economic aspects in a way, influenced or had a bearing on management, business direction and operations of the medium sized enterprises in the country. Lastly, from the onset, it is also important to appreciate that this study, a talent management model for medium sized enterprises was conducted in Uganda.

2.2. Geographical Aspects of Uganda

Uganda is relatively a small country located in East Africa, on the African continent. The country borders Kenya to the east, the Republic of South Sudan to the north and the Democratic Republic of Congo to the west. Basically, Uganda is in the heart of the Great Lakes region, surrounded by three fresh water lakes, namely: Lake Edward, Lake Albert and Lake Victoria. The country is landlocked with no access to the sea but much of its border is lakeshore (Factbook, 2010). Consistently, it can be argued that this lack of direct access to the sea contributes to the high haulage fees which in turn increases the costs of internal business processes. This phenomenon is likely to deny the medium sized enterprises the opportunity to invest financial resources in management aspects like talent management systems because of the high competing demands against limited resources therein.

Uganda covers a total surface area of approximately 241,038 square kilometres, water bodies inclusive and is on the equator. It is more temperate than the surrounding countries in the

eastern region of Africa. This temperature is mainly attributed to its altitude. Uganda is typically a plateau with a perimeter of mountains. The geographical setting has made it more appropriate for agriculture and is less prone to tropical infections than other nations in the region. Furthermore, the climate is tropical and generally rainy with two dry seasons namely, December to February and June to August. In the northern part of the country, towards South Sudan, the area is categorized as a semiarid East Sudanian savanna (Ndawula, 2013). Therefore, it could be argued that it is the agriculture sector which is the critical driving force behind the medium sized enterprises in Uganda. It is the agricultural sector which produces the input for the medium enterprises or it acts as a major consumer for the outputs produced by these enterprises. Furthermore, it could also be advanced that the location of medium sized enterprises in the rural areas is more influenced by the agriculture sector activities. These enterprises are operationalised in order to enhance forward and backward linkages with the agricultural sector in Uganda and this in turn has a bearing on the talent requirements.

2.3. Population Characteristics of Uganda

The results of the National Population and Housing Census 2014 revealed that the population of Uganda stood at 34.9 million people. Statistical analysis also revealed that the population had grown from 24.2 million; basing of the figures of the 2002 Census. Furthermore, by applying the average annual growth rate of 3.03 per cent, it is projected that by the year 2025, the population would stand at 47.4 million. Uganda has the world's youngest population with over 78 per cent below the age of 30 years. Largely, these young people are dependents on the already constrained working class in the urban areas and extended families in the rural settings. This scenario has long term negative effects on saving and investment in the country. Secondly, the phenomenon has a direct negative effect on the medium sized enterprises. The population is unable to rapidly save and invest in medium sized enterprises as resources are spent to maintain the unemployed youth below the age of 30 years. From another preceptive, the high unemployment phenomenon has far reaching economic and political challenges to the economy. A case in point, the overall market base does not expand as anticipated and this has a negative multiplier effects on medium sized enterprise growth and employment creation. These medium sized enterprises are not in position to maximize economies of scale because of the inability of the population to translate itself into potential markets because of the high percentage of the unemployed people in the economy (Uganda Bureau of Statistics (UBOS, 2014;

Ssewanyana, Matovu & Twimukye, 2011).

Economic estimates also indicate that a large proportion (i.e., 80 per cent of the total population of Uganda), is employed in the agriculture sector. The sector contributed 14.7 per cent of the Gross Domestic Product (GDP) of the country (Ministry of Finance, Planning & Economic Development in 2011 (MoFPED, 2011). By and large, the agriculture sector is characterized by low productivity, underdeveloped supply chains and low public and private investment. This under performance of the agricultural sector in a way explains the low engagement of medium sized enterprises in food processing and related activities in the rural areas. At the same time, 80 percent of the increasing population being rural based with high unemployment of the youth is a marker that medium sized enterprises in the rural areas do experience compounded challenges related to the supply of talents required to man and sustain business operations of the medium sized enterprises located therein. At the same time, the general lack of sustained agricultural growth and the slow process of diversification of the agricultural sector has remained a great threat to enterprise development in the rural areas and poverty reduction in Uganda. This is because the rate of employment creation is low which in turn affects the overall demand of goods and services and this influences the propensity of medium sized enterprises operations in the rural areas (MoFPED, 2011; Ssewanyana, Matovu & Twimukye, 2011).

The Uganda's labour force was mainly composed of people aged between 14 - 64 years, generally in paid employment, self-employment, unpaid family work and the unemployed. The labour force was estimated at 9.8 million people, aged between 14 - 64 years. It was further projected that eighty-five per cent (85%) of the said labour force resided in the rural areas and thirty per cent (30%) of it was classified as illiterate. Statistically, it was further projected that about seventy-seven per cent (77%) of the projected labour force had not attained primary level education and about seventy-five per cent (75%) of the labour force was below the age of 40 years. This statistical situation implied that the vast majority of the people who constituted the labour force cluster lacked skills given the fact that the primary education system in Uganda was not vocational based (MoLG&SD, 2006). The researcher held the opinion that this literacy scenario had a negative impact on skill enhancement and the overall talent development agenda in Uganda. Consequently, for the enterprises to sustain competitiveness, the need to develop talents could not be under estimated. This assertion is supported by the fact that most people tend to seek for manual related employment opportunities where the required level of skill requirement is very minimal, if any, and talent

development related aspects seem not to hold.

2.4. Economic aspects of Uganda

The GDP per capita of Uganda was estimated at 370 US Dollars and the Human Poverty Index placed at 34.7. Uganda is classified as one of the world's poorest country. The country is still struggling with HIV/AIDS pandemic with a prevalence of 6.4 per cent, and with a high external debt burden of 3.2 billion US Dollars (VAR-Uganda, 2009 cited in Ndawula, 2013). Uganda is rated as a very high consumer of imported goods and yet, the exports were very low indeed. A case in point, in the financial year 2011/2012 indicated that the country imported goods and merchandise worth US \$ 5.3 billion against exports worth US \$2.5 billion (MoFPED, 2011). These figures indicate that the economy continuously experiences an unfavourable balance of payment position. This has created a situation beyond any economy's means; hence the need for reforms cannot be exaggerated. It has been argued that this unsustainable economic performance is mainly attributed to low productivity in the manufacturing sector. For instance, the manufacturing sector contributed only 8 per cent of the country's GDP, compared to 16 per cent in Kenya and 15 to 20 per cent in South Africa. This low productivity in the manufacturing sector is attributed to a number of causes. Chief among them is the failure to mobilise the required capitalization, dumping of inferior quality products on the market, high illiteracy rate and insufficient talent supply (MoFPED, 2011; Ndawula, 2013). Based on this analysis, it is logical to advance that the models used to manage human resources in the manufacturing sector are wanting. Thus, the need to examine the whole spectrum of talent management is a brilliant idea. Consistently, this study is intent to evolve mechanism of talent management in respect to medium sized enterprises and this will go a long way to transform the manufacturing sector. As a benefit, the economy is likely to experience improving performance which in turn will positively impact on the balance of trade.

According to World Bank-Uganda (2010), during the last ten years, the economy of Uganda grew at an average rate of 7.7 per cent and poverty levels declined by 15 per cent in the same period. This progress has mainly been credited to improved macroeconomic management and economic reforms that have led to better economic performance. However, poverty is still severe in rural areas where 41.7 per cent of the rural population lives in absolute poverty compared to 12.2 per cent of the urban population. Hence, growth in rural incomes is the cornerstone for poverty reduction in Uganda. The gross domestic savings are extremely low, estimated to be 0.8 per cent in 1990, 8.0 per cent in 2000, 12.7 per cent in 2007 and 13.5 per

cent in 2010. The Gross National Savings were estimated to be 5.6 per cent in 1990, 14.4 per cent in 2000, 18.2 in 2009 and 18.8 per cent in the year 2010. This economic status clearly shows that scarcity of capital is one of the major origins of Uganda's economic challenges. The soaring levels of unemployment, poverty, unfavourable balance of payment and low savings can be solved by developing a more reliable and sustainable framework for attracting more Foreign Direct Investment (World Bank, 2013). At the same time, it is important to appreciate that FDI comes with certain demands. Chief among them is for the economy to have the required skills to take up employment in the established facilities. Therefore, it could be argued that this study of talent management in the medium sized enterprises in Uganda will assist the would-be investors to apply practical models to manage and develop talents in this challenging environment.

2.5. Summary of Economic History of Uganda - The post-independence period up to 1970

Prior to the attainment of independence in 1962, the financing of development projects in Uganda was mainly done by the colonial power, the British Government. Uganda attained her independence on October 9, 1962 from the British. It is held that at the time of independence, the country had one of the most promising economies in Sub Saharan Africa. Immediately after independence, Uganda exhibited the said economic latent. For example, the domestic savings were estimated to be 15 per cent of GDP (Collier, 2009). Obwona (1998) illustrated that after the attainment of independence from the colonial master, the GoU had to find alternative sources of financial resources for financing the on-going, planned and future development projects. Some of these sources included foreign direct investment (FDI), revenue from taxes and bilateral loans. The GoU's commitment towards promoting investment was clearly demonstrated by the Uganda Industrial Act of 1963. This legislation emphasised the promotion of both foreign and local investment in order to accelerate the socio-economic development of the country. Overall, the strategy intended to promote industrialisation at the expense of agriculture. This economic direction was deemed appropriate mainly because the government of Uganda, then, considered industrialisation as having both backward and forward linkages, market for other sectors and high propensity employment opportunities. The belief was that the strategy for industrialisation could accelerate socio-economic development and poverty reduction in the country, resulting into greater multiplier effects in the economy. All the strategy and actions in promoting industrialization were channelled and

managed by the Uganda Development Corporation (UDC), a public body corporate established by the British government in 1952 to spearhead and accelerate economic development of the country.

At the same time, few investors of Asiatic origin, for example, Madhvani and Metha boosted the industrial sector of the economy. They invested in the agriculture and manufacturing sectors, creating employment opportunities. This was because the internal business processes were labour intensive. In 1964, with the strategy to boost investment initiatives by the private sector, the GoU enacted the Protection Act. This legislation was edged, among other things, to protect investors against compulsory acquisition by the government of business interests in enterprises; it also provided rights to repatriate capital, interest and dividends. All this was done in anticipation to enhance business confidence to the private sector participation in ventures with the view to accelerate production, employment and socio-economic development. However, in 1960's the economy of Uganda witnessed the government's change in policy in as far as private sector participation was concerned. The government began undertaking the nationalization strategy of foreign investments and this had far reaching consequences on enterprise development in the country. UDC which was designed to start investments with big capital outlays and thereafter auction them to private investors was accorded the legal right to control 51 per cent in various large and medium sized enterprises undertaking, owned by the private sector players. These projects included Tororo industrial Chemicals and Uganda Cement Industries, among others (Sejjaaka, 2004; Obwona, 1998).

Dr. Milton Obote, the president of Uganda at the time, like other several African leaders such as Mwalimu Julius Nyerere of Tanzania, had become besotted with socialism approach to economic development. In this regard, at the Uganda People's Congress party conference held in 1968, President Milton Obote announced the "move to the left" political ideology and practice. This shift was considered to be a part of the modernization philosophy of government (Sejjaaka, 2004). The move to the left pronouncement laid the political and economic framework for socialism which was declared in the Common Man's Charter (CMC) in the year 1970. The CMC commenced by declaring that the main purpose of the GoU was to realize the real meaning of independence, through ensuring that all natural resources and related ingredients of the economy were to be exploited for the benefit of all Ugandans in accordance with the socialist principles (Obote, 1970). The CMC was followed by the Nakivubo Pronouncement which spelt out strategies to implement the CMC. The Charter

offered a blue print for a mixed economy in which the GoU controlled the strategic aspects [production] of the economy. The control came into effect on Labour Day, 1st May 1970. Immediately thereafter, the economy witnessed a nationalisation wave of enterprises. A case in point, oil companies, Kampala Bus Service, Kilembe Mines and commercial banks were among the enterprises nationalized (Obwona, 1998).

Overall, the nationalization strategy was a major turning point in Uganda's business and investment environment. In this regard, Sejjaaka (2004) advanced that the nationalization strategy was poorly conceived and had repercussions on Uganda's economy. It precipitated a flight of capital. This was because there were no indigenous managers [talented] to prudently and effectively manage the nationalized enterprises. To a certain extent, expatriate managers and owners were allowed to stay but they experienced challenges in repatriating earned income. At the same time, the government launched an ambiguous development programme to build hospitals, schools and roads in anticipation to accelerate economic growth and economic development. On a bad note, this socio-economic strategy of massive constructions greatly indebted the economy; numerous public enterprises were formed under the auspices of the UDC in order to take charge of some of the operational activities of the nationalized enterprises. To the contrary, UDC did not live to the expectation of being a special vehicle for investment. It was "transformed" to run the affairs of nationalized enterprises. The nationalised enterprises were accorded monopolistic tendencies to market and export their products. However, in the long run, the said enterprises proved to be nonstarters, incompetent, inefficient and corrupt. All this poor performance negatively affected the economy in terms of employment creation and overall socio-economic development; and cooperatives and trade union organisations which were hitherto strong were systematically weakened by consistent government interference and legislation such as the Cooperative Act of 1970 (Kasozi, 1994).

In essence, Obote's "Africanisation" policy framework did not realise the intended objective to create a local property-owning class to takeover full management of the economy. This economic situation was compounded by high incidents of corruption in government affairs, political unrest and human rights abuse. The outcomes of these economic policies were political polarisation in the country, coupled with increased uncertainty in the private sector, civil society and even within the army. This situation became a breeding ground for political change. In January 1971, the civilian government was overthrown, through a coup, headed by

General Idi Amin (Ndawula, 2013).

2.5.1. The Amin era of 1971 to 1979

Sejjaaka (2004) stressed that President Amin, like his predecessor, enacted policies that worsened the Uganda's economic situation. The economy witnessed decay. A case in point, in 1972, President Amin declared the "Economic War" against the "imperialists" forces and the Asians who resided in Uganda. The economic war agenda witnessed the expulsion of British- Asians and expropriation of the assets and enterprises owed by foreign investors, mostly Asians. The expulsion of Asians was followed by a total collapse of the industrial and commercial sector of the economy. In the same vein, Uganda witnessed increased defence budget and spending, mainly financed by borrowing from financial institutions, resulting into untenable national budgets. Consequently, the economy experienced a double-digits inflation, which was unmanageable. Collier and Pradham (1998) asserted that President Amin believed that it was of value to address the socio-economic inequality that existed in Uganda and this had to be attained by empowering Ugandans. Consequently, the Nakivubo Pronouncement which catered for 60 per cent sharing holding was revoked and reverted to 49 per cent in some industries. The economic mismanagement disorder under President Amin exposed the economy to further macroeconomics risks, including transactions and assets risks. Uganda also witnessed diminished social capital. The investment climate in the country at that time was very hostile. It was cluttered with political instability, low output, inflation and disintegration of the East African Community. Related to economic mismanagement, Obwona (1998) argued that foreign investors were naturalised as Ugandans in order to do business in the country. In essence, FDI was outlawed. The resultant effect of these economic policies was an acute shortage of essential goods and services, prices accelerated upward, and black market became the ordinary market for essential goods (resulting from the country's lack of foreign exchange).

In 1977, the Amin's government realized the negative effects of lack of FDI and attempts were made to amend the 1977 Investment Decree. In the process, exemptions were accorded to foreign investors in the form of import duty, sales tax on plant machinery and on investments in categorised sectors of the economy. These exemptions were not retrospective and only encompassed those investments that exceeded US\$ 571,000 in amount. Overall, the investors were highly risk averse and FDI did not flow in as expected. The economy continued to witness declining performance. By all standards, the enterprises in Uganda

collapsed and this further resulted into high prices of goods and services (Ndawula, 2013; Sejjaaka, 2004). Reinikka and Collier (2001) illustrated that the production sector, as a measure of GDP, at constant prices, declined by 13 per cent per annum. It was only the subsistence agriculture which was more active. During the period 1970-1979, the per capita income of Uganda declined from 225US\$ to 148US\$. The debt export ratio grew from 51 per cent to 142.2 per cent (Sejjaaka, 2004). This economic situation resulted into political instability, lawlessness, political polarization and chaos. Ugandans abroad, joined forces with the Tanzanian government and in 1979, the government of President Amin was overthrown.

2.5.2. The period from 1980 to 1985

In 1980, political elections were held, and a new government headed by President Obote was sworn in under challengeable political circumstances. From 1980 to 1985, the government was determined to improve the economic rating of Uganda in order to attract FDI, given the past expropriations of foreign investments. As a strategy, parliament passed a law to return the property to foreign investors. This was one of the first steps to restore confidence among foreign investors. However, the political instability in the country made it difficult for the government to fully return the assets to the foreigners. All in all, FDI continued to elude the country, based on the account of the ratio of FDI to gross fixed capital, which measures the importance of inward FDI to an economy, was negative 0.2 (Obwona, 1998).

2.5.3. The period from 1986 to 2015

In 1986, the National Resistance Movement, a guerrilla force, took over political power in Uganda and the fundamental challenge was to enhance economic recovery. In the process, the government undertook various economic policy reforms with the agenda to accelerate private sector enterprise development, as a strategy for employment creation and socio-economic development. These economic reforms included among other things, liberalization of foreign exchange, liberalization of the economy, and the conclusion of bilateral investment protection and promotion treaties as well as accession to various multilateral treaties facilitating FDI flows. The reforms were meant to have a positive impact on the enterprise development of the county (Obwona, 1998; Ndawula, 2013).

In the year 1991, the Investment Code was enacted to repeal the various statutes relating to foreign investment, namely the Foreign Investment Decree of 1977 and the Foreign

Investment Protection Act of 1964. However, the privileges and property rights enjoyed under the previous legislations by holders continued and were to be reviewed under the Investment Code of 1991 (Obwona, 1998). Consistently, the Investment Code of 1991 led to the establishment of the Uganda Investment Authority (UIA). The agency was formulated to facilitate the procedures for those who were interested in investing in the economy. In a nutshell, UIA was mandated to issue investment licences, assist in securing other licences and secondary approvals for investors, help investors to implement their projects through assistance in locating relevant project support services, provide assistance in the acquisition of industrial land, help investors to obtain work permits and special passes for investors and their expatriate staff, arrange contracts for potential investors and organize itineraries for visiting foreign missions in the country, assist investors in seeking joint venture partners and funding, and review and structure policy recommendations to Government about investment environment (UIA Code Act, 1991). Figure 1 summaries the flow of FDI in the economy of Uganda for the stated periods.

2.5.4. Summary of Foreign Direct Investment in Uganda

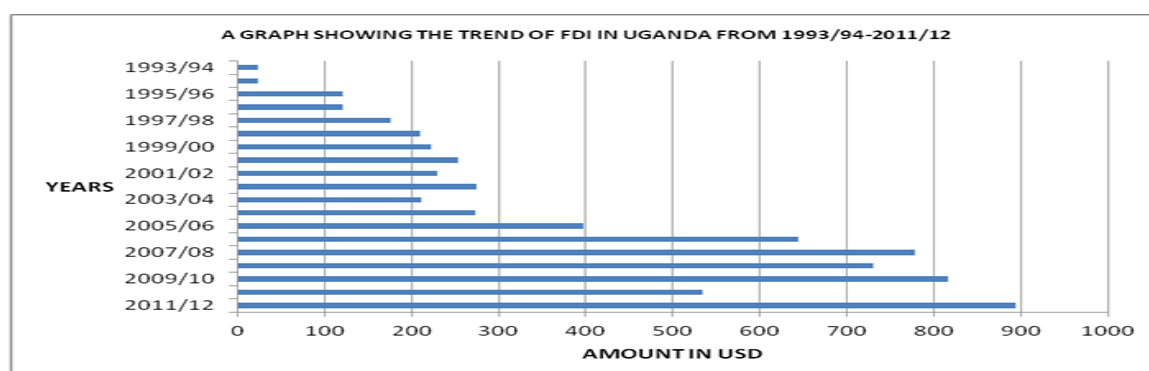


Figure 1: The Trend of FDI in Uganda 1993/94 – 2011/12 (US\$)

The period 2011/12 witnessed the highest FDI inflow of 900 million US dollars. However, it is imperative to appreciate that the figures do not imply sufficiency in terms of investment in enterprises in the economy.

2.6. Major Reforms Undertaken in the Business Sector of Uganda under the umbrella of “Doing Business in Uganda” – 1986 to 2013

In 2006, the GoU launched a Competitive and Investment Strategy (C&IS). This strategy aimed at enhancing private sector development with the view to sustain continuous and overall improvements in the economy. In order to establish the overall performance and impact of C&IS on enterprise competitiveness, the GoU, through technical assistance from the World Bank (WB), evaluated the period 2009 to March 2012. In this evaluation, the definition of competitiveness and productivity were adopted from the Global Competitiveness Index and Doing Business Report. Competitiveness was defined as a set of information, policies and other variables which determine the intensity of productivity in an economy. In this regard, productivity was considered as the level of prosperity or success attainable in a particular economy, hence the significance of competitiveness (CICS, 2012). The review established a number of key aspects in respect to doing business in Uganda. However, for purposes of this study, the researcher only penned those aspects which had a direct bearing to talent management and medium sized enterprises in Uganda.

2.6.1 Business Registration and Company Legislations

Uganda Registration Services Bureau was delinked from the main ministry and transformed into an autonomous body in the year 2011. The purpose of the reform was to increase confidence amongst players in the private sector that it was possible to do business in Uganda. This reform significantly reduced internal red tape and time taken to handle business related and administrative issues. In the following year, 2012 the parliament of Uganda passed a business-based legislation which allowed for the incorporation of a one-person company. The objective of this legal framework was to enable formalization of numerous enterprises in the economy, under the armpit of SMMEs. This legalisation had a bearing on enhancing the number of enterprises registered in the business register of Uganda.

2.6.2. Access to Credit Facilities

In the said evaluation by the WB, Uganda was ranked 48 out of 183 economies in this fundamental aspect of doing business and access to credit facilities. In order to improve the performance of trade and to enhance enterprise development, numerous reforms were systematically undertaken in the economy. A case in point, the Micro Deposit Taking Institutional Act 2003 and the Financial Institution Act 2004, were amended. These amendments allowed for the establishment of a Credit Reference Bureau (CRB), which became operational in 2008. The CRB calls for financial institutions to provide smart cards to borrowers as an integral identification system. The financial card system enables financial institutions to identify borrowers, in terms of indebtedness by using biometric systems. In so doing, the financial institutions are in position to assess the creditworthiness of the borrowers, the loan repayment performance and any other business information deemed necessary. In essence, financial institutions are in position to minimize the level of nonperforming loans. The CRB has also contributed to the enhancement of a more competitive credit market by availing segments specialized towards small and medium sized enterprises in Uganda. All these developments provided more avenues to medium sized enterprises to access short and long-term investment loans from financial institutions in the country (CICS, 2012). In return, the middle sized enterprises are in position to sustain internal business processes, expand and create employment opportunities leading to implementation of management systems and concepts like talent management.

2.6.3. Mortgage Act 2010

The Mortgage Act 2010 outspread procedures, defined the rights of the mortgagee and the mortgager. More significantly, the Act contributed to the accessing of credit facilities by enterprises and this had positive implications on enterprise development and competitiveness. For example, the Act increased the propensity of the mortgage to earn interest and consequently evaluated market shares. These elevated market shares enhanced business growth and enterprise competitiveness; it also extended mortgage to the land under the customary tenure system. By so doing, the number of potential borrowers was boosted, which has a positive impact on enterprise growth and development. The Act also availed independent mediators with the view to resolve disputes arising from mortgages. This new procedure minimised the time litigations would take to be resolved through the traditional court system (CICS, 2012).

2.6.4. Shielding Investors

The Uganda Capital Market Act 2011 was enacted in the spirit to protect investors' shares. At the same time, the amended Companies Act also provided a mechanism of protection to minority shareholders rights in enterprises. All these changes were designed and implemented to increase investor confidence and subsequently to enhance enterprise growth, development and competitiveness in the country (CICS, 2012). This legal framework confirmed that the GoU was highly committed to the privatisation processes of the economy. Secondly, the confidence built in the investors meant that one of the beneficiaries was the medium sized enterprises sector. Consistently, it is logical to assert that the increasing number of medium sized enterprises meant employment creation and consequently, greater involvement in management systems like talent management.

2.6.5 Trading across Boundaries

There is economic realization in countries that enterprises, irrespective of their sizes, need to enhance productivity improvement agendas in order to tap into regional and international markets. In this regard, the GoU reduced the time taken for clearing goods at customs, automated custom processes, implemented online transaction systems and customs did operate on a twenty-four hours basis. Furthermore, with financial assistance from the WB, one border post was constructed with the main objective to document and clear at one point for the East African region (CICS, 2012). In essence, the said reforms were designed to improve the business environment in Uganda and to enhance enterprise competitiveness. Medium sized enterprises in the country are benefactors of the said improvements as a result of Government interventions in the macroeconomic framework. At the same time, these reforms strengthened the GoU position that socioeconomic development was to be accelerated by the private sector, of which medium sized enterprises are an integral part.

2.7. The Oil Sector of Uganda

The oil sector in Uganda is a recent development, commenced in 2006, when commercial oil quantities were reconfirmed. The challenges which manifested in the sector relate to exploration ventures and subsequent utilisation of the oil revenue. There is a need on the part of government to answer the fundamental question: How best can revenues obtained from production and sales of oil and related products be utilised for the good of the nation? This question needs to be answered by taking into account the fact that oil revenue is not enough to transform the economy into a petrol-state. Estimates indicated that Uganda has 1.1 billion

barrels of oil with additional 1.4 billion barrels yet to be reconfirmed. At the same time, it was envisaged that oil exploration in Uganda would heavily depend on substantial investment in production, refinery and infrastructure. Unfortunately, the country does not have such a financial muscle to roll out the oil sector. On the other hand, it is extremely difficult to project the net revenue the GoU is likely to obtain from the oil sector. This failure is mainly attributed to the fact that the terms of the agreement with Tullow led consortium and GoU are strictly confidential. The transactional documents are not a prerogative of the public domain. However, in other economies, such agreements are public documents, geared at strengthening transparency and accountability of resources with the view to enhance socio-economic development (Henstridge & Page, 2012).

Ecologists have confirmed that oil exploration in Uganda is unlikely to be enough to transform the economy into the Kuwait of Africa. The oil discoveries are not substantially large enough to sustain the economy based on the revenue realised from oil sales. The unfortunate part of natural resources management in Africa is that countries which produce oil, gas and minerals do experience weak and long-term growth with high poverty rates and inequalities in income distribution. Therefore, the fundamental question to be answered is: Can Uganda use the natural resources revenue to benefit the population and sustain long term economic growth as has been the case in Malaysia, Chile, Botswana and Indonesia? This question calls for well-structured answers because the economy is likely to suffer from the Dutch Disease, with far reaching negative consequences on enterprise growth, development and competitiveness. The Dutch disease is primarily the deceptive economic relationship between the increase in exploitation of natural resources and sale and a decline in the other sectors like manufacturing and agriculture. The mechanism is that an increase in revenues realised from the continuous sale of natural resources (or inflows of foreign aid) makes a country's currency stronger compared to those of other nations (noticed in an exchange rate), resulting in the nation's other exports becoming more expensive for other countries to buy. Consequently, the manufacturing sector or agriculture becomes less competitive and this affects the overall productivity and performance. It is argued that African economies which export natural resources are in position to control or mitigate the Dutch Disease by applying prudent economic strategies for diversification. In the case of Uganda, the projected oil revenue is a temporary source of income to the government. However, it is strongly argued that the revenue from oil can best be utilised by investing in institutional reforms. Hence, policy agenda and action, and for public investments to lay the foundation for economic

change on which to base the economy when oil is depleted (Henstridge & Page, 2012).

Based on the above illustration, it is prudent to advance that there are business opportunities for the medium sized enterprises in the oil sector of Uganda. Oil exploration is a new venture in the economy. There is a need for these enterprises to strengthen their human resources management systems by embracing talent management as a preparation and continuous strategy to venture in it. Consistently, this study of a talent management model for the medium sized enterprises is a fitting undertaking for those enterprises anticipating undertaking business ventures in the oil sector. This is because the anticipated level of talent requirements in the oil sector is high and the skills are not easily available in the labour market in Uganda. For the medium sized enterprises to realise their dreams in the oil sector, they must revisit the spectrum of talent management in all aspects e.g. recruitment, leadership talent development, cohort of talent, reward management, higher position talent management, talent identification to mention but a few. In this regard, the study is likely to evolve a strong management base and to act as a point of reference for the medium sized enterprises aspiring to engage themselves in the oil sector of Uganda.

2.8. The Telecommunication Sector of Uganda

The telecommunication sector of Uganda is one of the fast-growing sectors of the economy. This growth was evident by the subscriptions and tax revenues collected by the GoU. A case in point, in the period July to September 2015, fixed telephony connections increased from 22,286,637 to 22,973,902. This rise represented 687,265 subscribers, yielding a 3.1% increment. The prepaid mobile telephone connections increased by 743,933 and this represented a 3.4% increment. On the other hand, mobile internet subscriptions stood at 6,463,479 and fixed internet subscriptions were in the region of 127,200. The total estimated internet users stood at 13,023,114. The significance and growth of the telecommunication sector is also reflected in the revenue the GoU collected through taxation. For instance, in the period July to September 2015, the GoU collected Ug.Shs. 64,881,320,734.00 in the form of excise duty. Value added tax amounted to Ug.Shs. 41,136,106,033.00, and PAYE totalled Ug.Shs. 11,517,941,087.00 (Uganda Communication Commission, 2015).

Basing on the continuous growth of the telecommunication sector, the GoU established the Uganda National Information Technology Authority (NITA-U) with the mandate to promote

and oversee information technology advancement and penetration in the country. The main agenda of this strategy is to accelerate national and economic development. Since 2012, NITA-U concentrated on penetration of internet access in the country by using internet fibre network. At the same time, in order to accelerate enterprise establishment and development in the country, efforts were made to coordinate government-based organisations and related agencies on the provision of an electronic government system [e-governance].

This effort was geared to enhance convenience, transparency and efficiency in service delivery to enterprises and individuals. The ultimate objective is the creation of a One Stop Shop Centre. All this was being spearheaded on the backbone of internet communication technology (ICT) (CICS, 2012). As the GoU has continuously embraced ICT in its operations, there has been remarkable enterprise appreciation of the relevance of ICT in the private sector of Uganda. At the Vodafone Power Talk held in Kampala, it was stressed that medium sized enterprises in Uganda had to use ICT in order to sustain growth, expansion and intensify enterprise competitiveness. It was concluded that ICT is the primary tool for growing enterprises in Uganda (Daily Monitor, June 13, 2016). The continuous expansion of telecommunication has not only contributed to the application of ICT in the internal business of medium sized enterprises in Uganda but has also intensified the players therein; that is, the number of medium sized enterprises involved in telecommunication business are uninterruptedly increasing. Lastly, the increasing availability of internet connectivity has a bearing on the medium sized enterprises' ability to attract and retain talents. This is because internet does influences and transforms internal business processes in enterprises leading to efficiency, growth and development.

2.9. Skill Gap

It is argued that human capital is mainly constituted by experience and education attainment of the population. The better the human capital, the higher the propensity to establish, grow and development enterprises which in turn accelerate socio-economic development (Ali, Egbetokun & Memon, 2018; Storey, 1994). In this regard, management scholar's emphasis that that there is an understanding that education is of critical importance to economic and social development of economies in the sub Saharan Africa, Uganda inclusive. In this framework, tertiary education is considered as a critical element to economies, given globalisation, information and knowledge-based economy. It is highlighted that no economy is

expected to be prospering without a well-educated workforce. Furthermore, there is a general recognition that Sub-Saharan Africa is experiencing low levels of education attainment and this is well reflected in their workforce. At the same time, the universities in the Sub Saharan Africa are generally weak, but these are the only institutions with the skills, equipment and legal obligation to generate new knowledge and to acclimatise knowledge developed elsewhere to the local framework. In the contest of Uganda, it is estimated that 2 out of every 1000 persons have access to daily newspaper, 127 out of 1000 people do have access to radios, 28 out of 1000 persons have televisions and 2.5 out of 1000 persons do have a personal computer. Furthermore, it was recorded that in the year 2003, the tertiary education sector [universities and related institutions of higher learning] of Uganda enrolled 86,000 students, a figure deemed to be extremely low in comparison to the total population of the country. At the same time, there is a general agreement that that the overall quality of higher education in Uganda requires serious attention in order to be expanded and aligned to the overall needs and aspirations of enterprises operating in the competitive business environment. The coverage of tertiary level of education is generally low and lopsided. Those students who on the average pass examination leading to entrance to tertiary institutions tend to emerge from higher income families which can afford the high cost of education. Overall, the higher education system in Uganda is outdated and it does not meet the aspirations of the economy. The economy of Uganda is changing at a very fast rate, consequently the relevance of specific academic attainment is diminishing, and more emphasis is placed on multi-disciplinary aspects such as business studies. Unfortunately, 13 - 17 percent of the tertiary enrolment is in the sciences-based subjects and technologies. This figure is far below the practice in the Organisation of Economic Cooperation and Development (Liang, 2004). In the same vein, Ramachandran, Gelb and Shah (2009) affirmed that indigenous enterprises whose managers/owners had attained university education have a high propensity to grow and develop at a faster rate than others. Indigenous enterprise promoters with university education attainment endeavour to start much larger enterprises than those who did not attain university education [degree]. It was further observed that university education attainment tends to have a correlation with a larger sized enterprise at start up. It is also argued that there exit three imaginable explanations in relation to the finding of university education in enterprises in Africa. University education tend to avail the owner with the necessary apparatuses to manage the enterprise; completion of university qualification reflects greater capability on the part of the promoter and consequently greater possibility to be successful; finally, the university degree provides relevant data and management organisation to access credit facilities in the

banking sector of the economy. This implies that education attainment is a relevant factor for enterprise growth and development in Africa. However, the extent to which education attainment of the promoters/managers of medium sized enterprises influences talent management in Uganda and related developing countries remained to be tabled. This study endeavoured to provide the answer.

2.10. Specialised Skills

Besides the need to increase the number of skilled people in general production processes of enterprises, there is an urgent need to build capacity in specialist knowledge, more so in the oil sector. This argument is based on the fact that domestic enterprises do lack supply of technical and quality related knowledge which is very relevant to the attainment of acceptable production standards. In this regard, it has been suggested that the GoU could enter into a public private partnership with exploration enterprises, in the case of oil, in order to develop the required specialised skills (Henstridge & Page, 2012). However, the researcher held the opinion that it takes a lot of time, financial resources and energies to develop specialised skills. At the same time, there are downstream challenges in case the talented employees are not well managed in enterprises. Therefore, it is of value to establish how the skilled people are managed in enterprises. This is because talent management in enterprises tend to have a bearing on how the skills can be retained and supply enhanced in the short run and long run. The management of talented or specialised people may act as a puller or a deterrent to supply. Thus, this logical argument also cements the relevance of this investigation. As stated earlier, the medium sized enterprises in Uganda are targeting their business participation in the oil sector. Based on this analysis, there is an urgent need for the medium sized enterprises to evolve practical mechanism of talent management in order to have a constant supply of specialised skills to sustain their business engagement in the oil sector. Thus, it is not an over estimation to advance that specialised skills can best be nurtured and sustained by the application of talent management. The researcher believes that this study shall go a long way to influence talent management in the medium sized enterprises and in turn enhance their involvement in the oil sector of Uganda.

2.11. Health Sector of Uganda

The state of the health sector of Uganda was best summarized by the report of the

Parliamentary Committee of Health, the *Ministerial Policy Statement for Health Sector for the Financial Year 2012/13*. This report highlighted numerous factors which affect the quality of health services delivered to the population. In this regard, the researcher took a conservative decision to highlight only those aspects of the report which had a direct bearing or influence on the medium sized enterprises in Uganda. Chief among them are:

1. There existed inadequate human resources in the health sector of Uganda. The doctor to patient ratio was 1:24,725 and nurse to patient ratio stood at 1:110,000. Fifty-eight per cent (58%) of the approved positions in the public health sector were not filled. Based on the 2010 figures, 23,321 vacant positions existed in the sector at the national referral level. At the health service delivery level [district level], there were acute shortages of medical personnel, that is, dentists, anaesthetists and psychiatrists, to mention but a few. There was also a recognized fact of the failure to attract and retain the required human resources.
2. Medical workers were poorly remunerated, and this greatly contributed to their taking up part time jobs in the country, relocation to neighbouring countries, and others totally taking up unrelated jobs (hence abandoning the medical profession).
3. There existed inadequate mechanisms to attract and nurture health specialists. This partly explained the low levels of consultants and related specialists in the public health sector of the country. The researcher held the opinion that this unacceptable situation had negative effects on the overall quality of health service delivery in the country by both the public and private sector.
6. There was a high rate of mothers dying during childbirth and the economy also witnessed a high prevalence of preventable diseases like malaria and tuberculosis.
7. The cost of accessing health services in Uganda was relatively high and this had forced the majority of Ugandans, who are poor, to seek for health alternatives, like traditional and spiritual healers.

In summary, the researcher held the opinion that the above challenges did affect enterprise competitiveness in the country. This is because the inadequate health service delivery to the population translated itself into increasing cost of hiring human resources. Employees tended to demand medical services from the employers [enterprises] which could easily be obtained from public health facilities, if the health sector was functioning normally or as expected.

Secondly, the productivity of the working class was also affected by having a weak public health system in the country. There are high incidences of employees not turning up for employment because of health reasons.

2.12. Uganda's Dream – Vision 2040

Uganda Vision 2040 was conceptualized on the hallucination “*A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years*”. The big dream provided development paths and strategies as approved by GoU in 2007. It aimed at transforming Uganda from a predominantly peasant and low-income country to a competitive upper middle-income economy. The Vision 2040 was hypothesized around strengthening the fundamentals of the economy to harness the abundant opportunities around the country. By and large, the identified wealth opportunities included, among others, oil and gas, tourism, minerals, ICT business, abundant labour force, geographical location and trade, water resources, industrialization and agriculture, which are apparently under developed. ICT development was deemed very relevant to the development of enterprises, irrespective of their sizes. In this regard, Ramachandran, Gelb & Shah (2009) conducted a business survey in Africa in which enterprise managers/ promoters were asked whether their enterprises had websites, whether they were International Organisation for Standardisation (ISO) certified and whether training programs were conducted. It was established that websites and ISO certifications were “learning channels” necessary to improve productivity and performance. Websites are deemed to be “integrated” in learning and development initiatives in enterprises in Africa. Based on this analysis, in this study therefore, websites were considered as learning channels in talent development processes in the medium sized enterprises in Uganda. The question is - To what extent are websites applied in medium sized enterprises as a strategy to enhance talent development?

In order to achieve the required transformational objective, the dependent variables in the processes are the country's capacity to systematically strengthen the pillars of development, including infrastructure [energy, transport, water, oil and gas, and ICT]; Science, Technology, Engineering and Innovation, popularly known as STEI; land use and management; urbanization; human resource; and peace, security and defence. The GoU estimated that the economy would gradually graduate into a lower middle-income country by 2017 and develop to an upper middle-income category by 2032. Thereafter, the country would

attain the target in 2040. Projections also suggested that Uganda would be a first world country in the next fifty years. As a strategy to achieve the required transformation, the average real GDP growth rate would need to be consistent in the region of 8.2 per cent per annum. This would translate into a total GDP of about USD 580.5 billion with a projected population of 61.3 million in the year 2040.

Uganda Vision 2040 had identified fundamental projects that need to be kick started in order to achieve the big dream. These projects included: a Hi-tech ICT city with associated ICT infrastructure, large irrigation schemes in different parts of the country, a phosphate industry in Tororo, iron ore industry in Muko, Kabale, five regional cities (i.e., Gulu, Mbale, Kampala, Mbarara and Arua) and five strategic cities (i.e., Hoima, Nakasongola, Fort Portal, Moroto and Jinja), four international airports, a standard gauge railway network with high speed trains, oil refinery and associated pipeline infrastructure, globally competitive skills development centres, and international and national referral hospitals in each regional cities, to mention but a few. The strategic reforms policy framework and development to enhance the achievement of the said targets included reviewing the architecture of government service delivery system so that each unit worked in tandem in order to enhance synergies and deliver public services efficiently and effectively; accelerated industrialization through upgrading and diversification of the economy to effectively maximize local resources, offshoring enterprises, both small, medium and large, and develop industrial clusters along value chains; developing and implementing a national science technology and engineering system that will support in initiating, importing, modifying and diffusing new technologies; hastening government reforms in the education system and curriculum development in order to achieve a globally competitive human resource with skills relevant to the development paradigm and the market; advancing and implementing a specific policy to attract and retain top rated professionals in the universities to make Uganda a centre of excellence in education in the region and openly investing in strategic areas to stimulate the economy and facilitate private sector growth, development and competitiveness.

It is held that the financing of the Vision 2040 would mainly be by the government, civil society organisations, development partners and the private sector. Government hoped to mobilize resources by using conventional and innovative nonconventional means of financing. These would include, among others, tax and non-tax revenues, revenue from oil and gas, public-private-partnerships, concessional loans and grants, borrowing from domestic and

international markets. It was envisaged that the revenue obtained from the sales of oil and gas would be utilised to ignite major infrastructure development projects to enhance the country's competitiveness. The domestic and international borrowing should include domestic and sovereign infrastructure bonds, venture and investment funds (Vision 2040).

The Vision 2040 unfolds the assertion that the private sector will be the leading player in the economy of Uganda. Based on this assertion, the researcher held a strong opinion that medium sized enterprises in Uganda would be pivot players in the economic transformation of Uganda, only when their talent management systems are aligned with business reality, strengthened and continuously improved. Therefore, any proposition designed to strengthen the overall management of enterprises in the private sector of the economy, like this research project, is deemed to be a contributor to and under the umbrella of the Vision 2040.

2.13. East African Community

The East African Community (EAC) was created in 2001 as a regional intergovernmental entity, comprising of the Republic of Kenya, Uganda, Tanzania, Rwanda and Burundi, with headquarters located in Arusha, Tanzania. The current EAC was a revival of the East African community which collapsed in 1977, after 10 years of being in existence. The collapse was due to a number of reasons. Chief among them were: a general lack of political will; insufficient information flow among member states; confederation concept buy-in among the member states; inequitable fiscal redistribution of gains generated; interstate imbalances in trade, currency system disharmony; and constitutional impediments. The main agenda of the present EAC is to avoid the shortcoming which led to the collapse of the East African Cooperation in 1977. It is also structured to enhance regional resource pooling and regional free trade. In the era of globalisation, the EAC is meant to boost political and economic development of the region. Thus, it allocates its energies to strengthening regional cooperation, infrastructure development and development via full political, economic and cultural integration of the member states (Katembo, 2008). It is therefore logical to argue that the existence of the EAC informs and influences the overall management of enterprises in the member states. This is because of the need to serve a wider market created by it. At the same time, the existence of EAC also informs and intensifies business competition and the need for survival is a reality.

2.14. Summary of Chapter Two

This chapter provided a description of the study area, geographical aspects of Uganda, population characteristics of Uganda, economic aspects of Uganda, a summary of economic history, mainly the post-independence period, the Amin era 1971 to 1979, the period 1980 - 1985 and the period 1986 to 2015. Aspects of major reforms undertaken in the business sector of Uganda were also incorporated. Furthermore, a discussion of the health sector of Uganda and Uganda's vision 2040 and aspects of the EAC also formed an integral part of the chapter. All these aspects were highlighted in order to provide the environment under which the medium sized enterprises operate in. Secondly, the chapter also unfolded business opportunities likely to enhance the importance of the medium sized enterprises in the socio-economic transformation of Uganda. However, the urgency to align the medium sized enterprise to talent management cannot be ignored.

The next chapter covers literature review for the study.

CHAPTER THREE

LITERATURE REVIEW FOR THE STUDY

3.1. Introduction

The purpose of this chapter was to review the literature pertaining to talent management and the various components therein. The review was informed by the relevance of talent management to medium sized enterprises survival, growth, development and competitiveness. The management literature studied was deemed necessary because of the varying relationship and importance to the main research question being answered. Secondly, the management literature informed the development of the conceptual framework of the study. As stated earlier [chapter one], it is important to appreciate that in the search to answer the main research question, the researcher developed several research questions to be addressed. It was anticipated that by answering the said sub questions, the main research question would be answered. Subsequently, to a great extent, the research questions informed the content of the literature review progression in this study. The reviewed literature was accessed through the electronic library of the University of South Africa. Journal articles were mainly obtained by using search engines such as Sage, EBSCOHost, Emerald, ABI/Inform Complete, Science Direct and Wiley.

This chapter was structured to oscillate from simple to “complex” aspects of the phenomenon of talent management. Broadly, it consists of six parts. The first part entails the concept of small and medium sized enterprises, the concept of talent management, the concept of talent, value of talent management concept; approaches to talent management and summary of findings of talent management studies in the small and medium sized enterprises. The second part encompasses theories and models of talent management - the Supply Chain Model of

Talent Management (Cappelli, 2009), Talentship Model (Boudreau & Ramstad, 2005), Built-to-change Theory (Worley & Lawler III, 2012), and Talent Value Management Model (Joerres & Turcq, 2007). The third part is a continuation of the review process and it concentrates on talent development approaches being adopted by enterprises with the view to build appropriate human resources capacities to propel competitiveness. It encompasses The Learning Curve (Newbold, 2010), Talent Development Survey (Blass & April, 2008), Talent Development Framework (Haskin & Shaffer, 2010), Five Key Principles for Talent Development (Pruis, 2011), Techniques for Developing Potential Leaders in Enterprises (Fulmer, Stumpf & Bleak, 2009), the Human Capital Planning Model (Ruse & Jansen, 2008), the Concept of Brand Talent Developers (Smallwood & Ulrich, 2007) and the Development Pipeline Architecture (Gandz, 2006). The fourth part of the literature review process centres on reward management for talented people in a competitive business environment. The fifth part of the chapter concentrates on the aspects of the conceptual framework of the study. Finally, the last segment of the chapter provides a summary of the literature review and the way forward for the thesis in an attempt to attain the main objective of the investigation.

3.2. The Concept of Small and Medium Sized Enterprises (SMEs)

Based on the available literature, it can be argued that management scholars and practitioners in business management have not yet agreed on a standard definition of the concept of SMEs. This absence of a standard definition to a very large extent explains why different economies have distinct definitions or classifications of SMEs. On the strength on this fact, the researcher endeavoured to provide various definitions and classifications of small and medium sized enterprises with a view to adopt the most appropriate one for the study.

Abor & Quartey (2010) established that the initial attempt to define SMEs was conducted by what is commonly known as the Bolton Committee of 1971. This Committee endeavoured to design economic and statistical parameters as a mechanism to define SMEs. Under the economic considerations, an enterprise was classified as small when it had a tiny percentage share of the market; it had no formal organization structure and management was solely in the hands of the owners. The other consideration was that the enterprise was also operating independently, standing alone, with no inclination to a large enterprise, whatsoever. The statistical criteria of the Bolton Committee for SMEs were - quantifying the size of the enterprise and its relative contribution to the GDP, comparison of the SMEs sector economic

growth over a period of time, and application of the statistical parameters in a country-wide comparison of SMEs economic contribution in terms of output. Based on economic and statistical consideration, the Bolton Committee developed different definitions of SMEs basing on the sectors in the economy. In the manufacturing sector, an enterprise was classified small when its workforce did not exceed 200 employees. Regarding construction, an enterprise with 25 employees was segmented as a small entity. The Bolton Committee also classified retail-based enterprises. The criteria used for retail enterprises differed from that of number of employees. In this case, turnover was applied. A retail enterprise was classified small when the annual turnover did not exceed 50,000 British Pounds (BPs). Enterprises in the service sector were regarded as small when the annual turnover was below 50,000 BPs. Even enterprises in the motor industry were classified. An enterprise was ranked small when the annual turnover did not exceed 200,000 BPs. Lastly, an enterprise dealing in road transport was classified small in case the number of vehicles used in the trade did not exceed five.

However, these classifications of SMEs did not go unobstructed. With time, several shortcomings were detected with the Bolton Committee's economic parameters and statistical criteria for SMEs. For example, the economic parameter that a small enterprise is solely managed by the owners was found to be inconsistent with the statistical criteria for small manufacturing enterprises to engage up to 200 people. In reality, as the enterprise grows and develops, the number of employees' increases and the responsibility to manage devolves to the line managers. Consequently, it is not visible to assume that management of an enterprise employing 200 people can still be centralized in the hands of the owners. In addition, the definition assumed that small enterprises do operate only in a competitive business environment. This is not always the case. There are a number of small enterprises involved in 'niches' and so often offer professional services or products in defined locations where the level of competition is minimal or non-existent. The classification bundled several enterprises into the small category. In reality, enterprises do grow and develop from small to medium size and in some cases, to large ones. Thus, the arrangement or definition did not take into account the progression of enterprise development which is of relevance to socio-economic development of an economy (Abor & Quartey, 2010; Storey, 1994; Wynarczyk et al., 1993).

Based on the above-mentioned shortcomings in the definition/classification of small enterprises, European Union (EU) coined the expression 'Small and Medium Sized Enterprises' to encompass micro, small and medium sized enterprises. It was this new

dimension in business management which led to the popularization and application of the business terminology ‘Small and Medium Sized Enterprises’ abbreviated as SMEs. EU classified enterprises in three categories, namely, micro enterprises, which employ up to a maximum of 9 employees; small enterprise as those which engage 10 to 99 employees and medium sized enterprises which employ 100 to 499 people. The importance of this classification can easily be seen from its simplicity. It is only the number of employees that was applied to define/classify enterprises. However, it is important to appreciate that this employee classification method excludes those enterprises in fisheries industry or sector, agriculture, forestry and game hunting. Besides the EU classification of enterprises, some economies have opted to evolve their own definitions of SMEs. In the same vein, other institutions, domestic or international, have joined the bandwagon to develop their own definitions or classifications of enterprises (Abor & Quartey, 2010).

3.2.1. Other definitions or classifications of SMEs

The World Bank applies three quantitative benchmarks in order to evolve meaningful definition or classifications of SMEs. These criteria are the number of people engaged in the business entity, the total assets and annual sales in US dollars. In most cases, the business entity has to meet the quantitative aspects of the employees and at least one financial element in order to be classified as a micro, small, or medium sized enterprise (Berisha & Pula, 2015). A small enterprise is considered to be a commercial entity which employs less than 50 people with a turnover of USD 3 million. A micro enterprise is deemed to employ up to 10 employees with a turnover not exceeding USD 100,000 (Ahmed & Chowdhury, 2009). This classification is a two-armed approach in that, the number of employees and turnover are applied to arrive at a clear distinction between micro, small and medium sized enterprises.

In England, the companies Act, section 382 and 465, for purposes of financial accounting and reporting, defines a small enterprise as a business entity having a turnover not above £5.6 million BPs, with a balance sheet not exceeding £2.8 million BPs and employing not more than 50 people. The same Act classifies a medium sized enterprise as one having a turnover not exceeding £22.8 million BPs with a balance sheet of not more than £11.4 million BPs with a workforce not exceeding 250 people. The classification of enterprises in England encompasses three major aspects, namely, turnover, balance sheet and the number of employees. Based on these definitions therefore, it is not easy to classify enterprises unless

access to financial documents is granted. Based on this assertion, one may be forced to conclude that it is only the tax collector, who is having direct access to the balance sheet of the enterprises, is in position to easily define/classify the sizes of enterprises in Britain (Ahmed & Chowdhury, 2009).

In other countries, Canada for example, a small enterprise is viewed as that entity which engages up to 100 people in the case of those producing goods. In addition, an enterprise is also considered small when it employs up to 50 employees and it is involved in service industry. Thus, the key parameter used in this classification of enterprises is the number of people employed as is the case with EU. There are countries with relatively different dimensions in the definition of enterprises. A case in point is Bangladesh. The manufacturing sector holds that a small enterprise should have a capital cost not exceeding TK 15 million. On the other hand, a business concern is classified as being medium sized enterprise when the current market price, the replacement cost of plant, machinery and other components, fixtures and associated technical services by way of capitalization, excluding land and building, are up to TK 100 million. Regarding the non-manufacturing sector of Bangladesh, an enterprise is classified as small when the number of people employed on the fulltime basis does not exceed 25. A medium sized enterprise is viewed as that entity which employs 50 to 99 people on fulltime basis (Ahmed & Chowdhury, 2009). This implies that the government classifies SMEs into two broad aspects, namely, manufacturing and non-manufacturing activities. Derived from these definitions, it is the capital base and the number of people employed which form the basis of categorising enterprises in Bangladesh. Overall, these classifications of enterprises seem to have similarities with the Bolton Committee approach of enterprise classification.

The United Nations Industrial Development Organization (UNIDO) has also provided definitions or classifications of enterprises. However, the fundamental point of departure of UNIDO classification of small, medium and large enterprises from the set of definitions stated above is the incorporation of the level of economic development of countries. In specific terms, UNIDO provides definitions based on developing economies and industrialized world. In the case of developing countries, UNIDO holds the assertion that an enterprise is a micro one when the number of people engaged is less than five. A small enterprise is that one which has a total employment of 5 to 19 people. A medium sized enterprise is classified as that entity which employed 20 to 99 employees. At the same time, an enterprise is classified to be large only when the number of people employed is above 100. With respect to developed

economies, UNIDO defines a small enterprise as that entity which employs less than 99 people and a medium sized enterprise is viewed as that business entity where 100 to 499 people are employed. An enterprise is classified as large when its workforce is over 500 persons (Abor & Quartey, 2010; Elaian, 1996). A comparison of UNIDO's definitions of enterprises on the basis of the level of economic development reveals that a large enterprise in developing economies is a medium sized one in the developed world. A medium sized enterprise in a developing economy is a small enterprise in industrialized economies. In essence, this analysis cautions researchers in business management in relations to SMEs not to jump to conclusions before internalising the variations in sizes of enterprises between the developed and emerging countries. To a certain extent, this difference also explains why different developing economies in Africa have evolved their own classifications of enterprises.

Abor and Quartey (2010) advanced that the Ghana Statistical Service considers an enterprise to be small only when it employs less than 10 employees. At the same time, the National Board of Small-Scale Industries in Ghana adopted the criteria of employees and fixed assets in order to define or classify enterprises. An enterprise is classified as small when it employs less than 9 employees and the value of its plant and related machinery (excluding the cost of land and buildings) is not in excess of 10 million Cedi (USD 9,506 using the exchange rate of 1994). The shortcoming of this definition lays in the fluctuation of the exchange rate and the challenges pertaining to ascertaining the value of the assets.

In the case of Uganda, where this study of talent management was conducted, attempts were made to classify enterprises. An enterprise is considered to be small only when it employed 5 to 50 employees, with an asset value of USD 30,000 (excluding the value of land, building and working capital) and the annual turnover is in the region of 10 to 50 million Ugandan Shillings. A medium sized enterprise in Uganda is that business entity which employed 50 to 100 employees on the fulltime basis. No consideration was accorded to other parameters like turnover and the value of assets. Parameters pertaining to the turnover and the value of assets are yet to be structured (Kasekende & Opondo, 2003).

On the basis of the definitions mentioned above, it is evident that no agreed position has been reached between scholars and practitioners in enterprise management on how best to classify enterprises. Even among international bodies like EU and UNIDO, there are variations in the way enterprises are defined and clustered. However, for the purposes of consistency, in order

to accomplish this study, the researcher concluded that there was need to adopt a definition of medium sized enterprises. Consequently, in this study therefore, a medium sized enterprise was defined as that undertaking which employed between 50 and 100 employees on the fulltime basis (Kasekende & Opondo, 2003). It is this definition of medium sized enterprise which was adopted for the study. The definition was mainly adopted because of its simplicity and easy application. Secondly, it was deemed advantageous in the process of data collection. This was because the definition is commonly used in the business sector of Uganda. In short, the business segment was generally aware of it. Furthermore, the business community in Uganda was generally a bit conservative in as far as releasing business related information is concerned. Therefore, it was not tenable to use a definition or classification of medium sized enterprise which had financial overtones or demands or parameters. It is also important to appreciate that any definition associated with business turnover and value of assets could have jeopardized the study in terms of responses. Respondents could easily construe it as a designed model for taxation. The adopted definition minimised those overtones and this made it the most prudent definition for the investigation. It is only those enterprises which met the criteria of the number of employees that were included in this study of talent management in medium sized enterprises in Uganda.

3.3. Conceptualisation of Talent Management, the Concept of Talent, Value of Talent Management, Concept and Approaches to Talent Management in Enterprises

Management literature relating to the aforementioned aspects was reviewed in order to appreciate and to guide the investigation. This aspect of management literature was also studied to conceptualise the key constructs of the study with the intention to minimise ambiguity and to cause consistency in analysis, findings and conclusions.

3.3.1. Emerging of Talent Management in the Business World

Management scholars (for e.g., Traique & Schuler, 2010) advanced that globally, there have been paradigm shifts in the way enterprises are managed, irrespective of the capital outlay and number of employees engaged therein. There exists a worldwide recognised competition for resources and the need for continuous improvement of internal business processes is a reality. Enterprises strive to produce high quality goods and services at affordable prices for the markets in order to sustain survival and competition. As a result, it has been acknowledged

that only those enterprises which positively respond to these global facts are bound to remain in the market, irrespective of their location and sizes. This global phenomenon for competition of resources has resulted into the “war of talents” as coined by Mckinsey (Chartered Institute of Personnel Development (CIPD), 2006). The “war of talents” phenomenon is supported by the argument that because of globalization, enterprises whether small, medium or large sized are competing for markets and the necessity to have employees with potential, skills, capabilities and self-drive is a reality (Sommer, Heidenreich, & Handrich, 2017; Sweem, 2009; Pfeffer, 1994). This competition for human resources is well illustrated by an investigation conducted by Manpower Inc on talent shortages in January 2006. In this talent shortage survey, approximately 33,000 employers in 23 countries participated. Employers were interviewed on those positions which they deemed difficult to fill (Tarique & Schuler, 2010; Joerres & Turcq, 2007). Joerres & Turcq (2007) affirmed that worldwide, the hard to fill positions are ranked as sales representatives, engineers and technicians, mainly those engaged in production/ processing/ operations, engineering and maintenance divisions of enterprises. Based on this universal perspective of talents, Uganda is not an exception to the “war of talents”. As a result, it was of importance to investigate how talented people were managed in medium sized enterprises. In specific terms, it was worth the effort to establish how medium sized enterprises in Uganda have responded to this new phenomenon of talent management. The need for this exploration was further necessitated by the positive correlation between talented people and enterprise survival, growth, development and competitiveness. Henceforth, it was critical to establish how the medium sized enterprises in Uganda were coping with the challenges related to talented people and talent management in order to sustain survival, growth, development and competitiveness. Medium sized enterprises are operating in an ever-changing world, and therefore, it was important that decisions on talent management were based on a coping model. Consistently, the study was intended to evolve a coping talent management model for medium sized enterprises in Uganda.

Management scholars (e.g., Sommer, et al., 2017; Joerres & Turcq, 2007) stressed that from a worldwide perceptive, enterprises hold an understanding that people are the most valuable resource. The question is: How many of these enterprises walk the talk? In this regard, the fundamental question is: Are medium sized enterprises in Uganda fully aware of those employees who greatly contribute to business success? Are employees who greatly contribute to enterprise success valued and integrated in the business strategy, or, the medium sized enterprises just follow what is in the market space? Is there a model that aid retention of

talented people? Is there a mode which aid the whole process of talent management in the medium sized enterprises in Uganda? Answers to such questions are critical to the survival of medium sized enterprises and overall socio-economic development of Uganda. Therefore, the study attempted to respond to the said deep-seated questions which have far reaching consequences on private sector development and socio-economic wellbeing of the country.

3.3.2. The Concept of Talent Management

Talent management is defined as the practice of engaging, managing, evaluating and sustaining an enterprise's most valuable resource, the people. People are the enterprise's most critical asset and enterprises are continuously searching for mechanism to build informed decision and making platforms with the view to sustain competitiveness (Khatri, Gupta, Gulati & Chauhan, 2010). The notion of talent management is relatively a new phenomenon in the management discipline. Its prominence has its roots in the 1997 study carried out by the Mcknsey Consultants, who, in the process coined the term "the war of talents" (Collings & Mellachi, 2009). As a result, the term talent management was introduced in management and academic circles in 1998 (Uren, 2007). Since that time, management scholars, human resource management specialists and general management practitioners have endeavoured to accord talent management the attention it deserves in enterprises and academic circles. Consistent with the time horizon, it is not an over estimation to argue that talent management is a new area which requires further investigations, more so, to ascertain its adoptability, application, and relevance to enterprises operating in various economies of the globe, for example, developing countries like Uganda. This partly explains why talent management formed the fulcrum of this study. Garrow and Hirsh (2008) argued that there is a strong feeling amongst human resources management professionals that for enterprises to be sustainable in the projectable future, there is an urgent need to accord the concept of talent management the due attention it deserves. This business sentiment is basically based on the appreciation or understanding that talent management is a critical ingredient to enterprise survival, growth, development and competitiveness.

CIPD (2006) acknowledged that talent management is perceived to represent a shift from the static succession planning models in the traditional human resources management horizon to a more "action oriented" activity in the way enterprises are being managed. This is because the business spectrum has changed as a result of globalization, resulting into increasing

demand for skilled and talented human resources. CIPD (2006) further held in a broader perceptive, that talent management is the identification, development, engagement, retention and deployment of “talents” in the enterprise. At the same time, other management scholars defined it as a strategic approach adopted in the enterprise which aims at attracting, retaining, developing and utilizing employees to enable them to contribute to the attainment of set targets of enterprises (Dijk, 2008). In the same stratum, talent management is viewed as the systematic attraction, identification, development, engagement, retention and utilisation of those people who are considered to be of value to the enterprise in terms of their high potential which can be utilised in the future or because of their current contribution to enterprise success (Yarnall, 2011). Further to this strategic dimension of the definition of talent management, other scholars hold the belief that talent management is an enterprise-wide human resources and business planning approach that is designed to achieve competitiveness through continuously and sustainable improvements, currently and in the future. In specific terms therefore, it involves enhancing the potential of employees at all levels and creating an environment which allows them to maximize their potential for the success of the enterprise and their own personal good (Areiqat et al., 2010; Ashton & Morton, 2005). From another business strategy viewpoint, talent management is a strategic and integrated approach to managing human capital throughout the career cycle; that is to say, attracting, retaining, developing and transitioning the enterprise’s human assets (Vermeulen, 2007). Employers NHS (2009) illustrated that talent management is basically a process of making sure that enterprises have the right calibre of people, in the right places at the right time. Thus, talent management can be defined as attracting and fitting in of high calibre people and developing and retaining the existing workforce. From other dimension, based on the Society of HRM in the United States of America (USA), talent management calls for integrated strategies or systems framed to enhance employee productivity by developing and improving processes geared at attracting, developing, retaining and utilising people with prerequisite skills and aptitude to meet current and future enterprise requirements (Lockwood, 2005).

Fundamentally, these definitions and illustrations reveals that talent management is a planned activity in enterprises and is designed for specified purposes. Uren (2007) asserted that it is not practical for an enterprise to claim that it is implementing a talent management initiative which is not strategically planned. In addition, the major critical element for talent management to be grounded in enterprises is the active participation of the top management

team. It is vital that the enterprise evolves a “mind-set” inclined to talent development and always endeavours to have in place relevant processes and systems. This viewpoint is supported by the argument that talent management should not be seen as a sole human resources management activity, but rather, a mentality that is aligned towards a holistic and incorporated approach to enhance enterprise survival, growth, development and competitiveness through people. The rationale is to ensure that there is ease and sufficient supply of talents in order to bring in line the right category of people to the available jobs at the right time with the intention to attain short-and long-term business strategic goals (Areiqat et al., 2010).

From another perceptive, talent management is analysed in terms of processes and systems put in place by the enterprise in order to acquire the right skills and abilities, at the right time. Similarly, talent management is also cited as a mission and process that ensures the enterprise to have the quantity and quality of people in place in order to meet the current and future business requirements, priorities and aspirations. The process encompasses the employee life cycle, that is, selection, development, succession and performance management. It is important to note that these definitions bring in a new dimension of the present and future perceptive of the enterprise (Hill, 2009; Sumardi & Othman, 2009; Garrow & Hirsh, 2008; Ashton & Morton, 2005). The said definitions of talent management are, to a great extent, similar in that they tend to provide a working framework to enterprises in what is involved in managing people who are considered to be talented. These definitions also attempt to reveal that there are varying approaches to talent management and it is not a once-for-all process but rather, a system which needs to be imbedded in the management culture of enterprises in order to attain set strategic objectives and business ambitions.

Collings and Mellahi (2009) held that scholars have not agreed on the standard definition of the concept of talent management, its coverage and purpose. In this regard, Lewis and Heckman (2006) stressed that there exists a general lack of clarity in veneration to the definition, latitude and overall strategic agenda of talent management in enterprises. This argument is similar to that of Ashton and Morton (2005) that no sole and dependable or concise definition of talent management exists in management literature. At the same time, Preece, Iles and Chuai (2011) asserted that there exists a debate whether there is a component of management fashion about the title changes or whether the changes reflect some reality at the level of practice regarding talent management and human resources management. The

relevance and application of the concept of talent management varies significantly from enterprise to enterprise. Although, there is no agreed position of what talent management stands for, it can be induced from the above stated definitions that talent management is concerned with how best the human capital of an enterprise can be acquired, retained, developed, motivated and utilised in the eyes of top leadership and business aspirations. Therefore, talent management can easily be seen as a strategic process which has to be propelled by senior management of the enterprise. In this regard, the leadership has to view talent management as across-board responsibility, encompassing all departments and sections of the enterprise. It is also critical that the leadership is integrated in the talent management programs at both individual and enterprise level. This is because leadership is also perceived as a talent in enterprises (McCauley & Wakefield, 2006).

Resulting from the above analysis, the definition of talent management as authored by Yarnall (2011) that it is the systematic attraction, identification, development, engagement, retaining and utilisation of those people who are considered to be of value to the enterprise in terms of their high potential which can be utilised in the future or because of their current contribution to enterprise success was adopted for this study. This definition was primarily adopted because it directly addresses the components of the dependent variables in the conceptual framework of the study. Also, the definition was adopted for the study because of its clarity and simplicity. It can easily be understood by the reader.

However, the concept of talent management has been challenged. In this regard, Downs and Swailes (2013) have advanced ethical issues, “the dark side of talent management”. In this horizon, it has been argued that notwithstanding the importance of the talent management concept, there are imbedded challenges. A case in point, the extraordinary deed of selecting a smaller group of employees under the armpit of possessing the required talent or potential can easily be viewed as a dehumanizing behaviour by the majority of employees because of the inbuilt emphasis on human capital rather than on human beings. By excluding a number of employees from training programs (which they do perceive as relevant) can easily be construed as an act of suppressing their opportunities to develop and flourish and in turn they are likely to consider themselves as inferior, which would affect their self-efficacy. These fundamental issues raise the question - whether talent management can be ethical in itself or whether, notwithstanding its intentions, it is ethically problematic (Downs & Swailes, 2013; Haslam, 2006). In the same vein, Altman (2007) in his previous writings, Kantian duty ethics,

questioned talent management because of the inherent organisational self-interest that motivates it and the potential for considering people as a means and not as ends in them. Therefore, however much talent management has been emphasized, there are challenges embedded with its implementation and sustainability in enterprises. Having considered the said challenges, the researcher still held the opinion that talent management is the way to go for enterprises in order to sustain survival, growth, development and competitiveness. Finally, arising from the scrutiny and conceptualisation of talent management in this study, the researcher was forced to pose the question: What is that talent, which needs to be well managed in the enterprises in order to attain strategic objectives and business aspirations?

3.3.3. The Concept of Talent

By and large, enterprises are operating in a global environment which is volatile, complex, highly demanding in all business aspects and competitive. This business environment has resulted in the realisation that for enterprises to remain viable and successful in the competitive market, there is an urgent need to systematically manage the most valuable asset, talents. It is further proclaimed that those enterprises which strive to remain competitive will have to identify talent as a critical business ingredient in their internal operations (Piansoongnern & Anurit, 2010; Areiqat et al., 2010; Sharma et al, 2009). This assertion is consistent with the PricewaterhouseCoopers (PwC) 11 Annual Global Survey which revealed that about eighty-nine per cent (89%) of business entities' chief executive officers (CEOs) had placed people-oriented aspects as critical in their work plans with the view to attain business success (Beechler & Woodward, 2009). All these assertions are consistent with the argument that the increasing demand for talents implies that enterprises are fundamentally competing on the basis of skills and talents of employees (Sommer et al, 2017; Philips, 2014). This focus to people implies that there is a new paradigm shift in the way enterprises are managed or need to be managed in a competitive business environment. People management aspects are assigned more time and prioritised than ever before. Further investigations carried out have also revealed that CEOs are seriously involved in talent management processes of their enterprises. It is conservatively projected that twenty per cent (20%) to fifty per cent (50%) of their valuable time is spent on issues related to talents (Piansoongnern & Anurit, 2010; Unit, 2006). This approach to business management is based on the premise that enterprises have come to a realisation that by attracting and retaining the best people in the labour market and placing them in the right positions is a key ingredient to attainment of short and long terms strategic objectives. In this regard, the word "talent" implies having a cohort of business

leaders, technical experts and other key success contributors who are in position to propel the enterprise forward in terms of achievements and competitiveness (Sommer et al, 2017; Philips, 2014).

Beechler and Woodward (2009) quoted Ulrich's equation of talent that: Talent = Competence, Commitment and Contribution. In this *modus operandi*, Commitment = the degree to which persons engaged devote themselves to the enterprise; Competence = the extent to which the person possesses the right skills, experience and exposure required for the position held in the enterprise; Contribution = add value to the enterprise. Based on this formula therefore, the implication is that when a person possesses the said three qualities, then, a manager can precisely conclude that such a person is talented and will play a significant role to enterprise survival, growth, development and competitiveness. It is also illustrated that talented people do have the ability to master skills faster than non-talented ones. This is based on the premise that skills are learned abilities that can be nurtured through training programs.

Areiqat et al. (2010) affirmed that talent + training = practice [putting what has been learnt in use] and skill is obtained through practice. This implies that non-talented people are likely to demand or require more time in terms of training and practice in order to master skills. This long process is costly to enterprises from all aspects of the business spectrum. From another viewpoint, talent is considered as the aggregation of a person's capacity, innate, acquired understanding, potential, decision making skills, business judgment, self-propelling attributes, and willingness to learn new skills and applying them with the view to advance the enterprise and self (Mckinsey, 2008). This definition brings out many qualities and it provides the enterprise with the opportunity to zero on what it considers relevant in a person to be classified as a talented one. Talent is also viewed as those high performing employees who have a big impact on the overall performance of the enterprise. It is argued that talented people do possess the potential to handle and manage composite challenges (Beechler & Woodward, 2009). This definition is not different from the one which refers to talent as a natural recognizable and recurring pattern of thoughts, feeling or behaviours which can productively be utilised by the enterprise in order to attain strategic objectives (Piansoongnern & Anurit, 2010; Buckingham & Clifton, 2001). Other scholars have argued that talent is illustrated as the way the enterprise interfaces with those employees who have a big impact on its performance or have the potential and capability to do so (McCartney & Garrow, 2007).

Bradford Smart in his book titled *Topgrading* (2005), pointed out that, on average, these employees [talented ones] constitute 10 to 20% of the total workforce in the enterprise (Beechler & Woodward, 2009). From a different dimension, talent can also be regarded as an amalgamation of the ability of a person, motivation and opportunity. Ability is perceived to include competence, education, training and experiences (Dijk, 2008). This definition is not far apart from the one which holds that talent is the individual's recurring patterns of thinking, feeling, or behaviour that can be productively utilised by the enterprise (Buckingham & Vosburgh, 2001).

The above stated definitions and illustrations do emphasis different attributes or qualities to be exhibited by a person at a workplace in order to qualify or to be classified as a talented one. However, the underlining factor is that a talented person is that one who continuously adds value to the enterprise and enables it to move forward and compete in a dynamic and competitive market based on skills and innovations (Philips, 2014). This to a very large extent explains why a number of enterprises have not structured precise definitions of a talented person but are involved in talent management in one way or another (Beechler & Woodward, 2009 citing Economist, October 2006). As stated, talented people do add value to the enterprise. At the same time, there is a great realisation that talent management is the way to go for enterprises in order to sustain survival, growth, development and competitiveness (Philips, 2014; Piansoongnern & Anurit, 2010; Cappelli, 2008). To achieve this rationalisation, it is important that stakeholders are fully involved with the objective to create a shared vision and understanding of the enterprise. In addition, there is also a need to guard against having definitions which are likely to cause staff disintegration and negatively affect enterprise competitiveness (Downs & Swailes, 2013; McCartney & Garrow, 2007). Therefore, it is of value on the part of the enterprises to structure precise definitions of what is viewed as a talent. By so doing, talent management in the enterprise will be focused, specific and is likely to greatly contribute to the enhancement of survival, growth, development and competitiveness. It is also asserted that talented people are the main source of high performance in enterprises (Downs & Swailes, 2013). This extraordinary performance has a multiplier effect in that the enterprise is made capable to attract other talents which in turn make it more competitive in the short and long term (Grobler & Diedericks, 2009). The multiplier aspect fundamentally demonstrates the relevance of talent management to enterprise survival, growth, development and competitiveness. Consequently, it is not an over estimation to say that an enterprise is likely not to survive without being innovative, producing the right quality of product or services, which are mainly attributed to talented

people (Sommer et al., 2017). However, having weighted all the definitions and illustrations of talent stated above, the Ulrich's equation of talent was adopted as the concept of talent in this study. This equation of talent was adopted because of its correlation with the conceptual framework of the investigation. Furthermore, it was also adopted because of its simplicity in terms of presentation and internalisation. Having adopted a concept of talent for the study, the researcher endeavoured to analyse the value of the talent management concept.

3.3.4. Value of Talent Management Concept

A number of reasons have been advanced by scholars, management specialists and practitioners to justify the value or importance of talent management to enterprises survival, growth, development and competitiveness. A case in point, management scholars have asserted that there is a positive relationship between talent management and the overall performance of enterprises. They have affirmed that enterprises which are successful at managing talents tend to excel in the competitive market (Sommer et al., 2017). This assertion is supported by the illustration of how the performance of Portman Ritz-Carlton Hotel in Shanghai, China tremendously improved in a period of five years after its privatization in the year 1998. The General Manager, DeCocinis, centred his management efforts on talents. As a result, the Bloomberg Television Station ranked the facility as the best business hotel in Asia. In China, enterprises did face stiff challenges in relation to talents. However, DeCocinis remained focused on how talents were to be managed and utilised. As a result, employee satisfaction increased, and Portman Ritz-Carlton Hotel was voted the best employer in Asia by Hewitt Associates (Yeung, 2006). This case study affirms that when talent management initiatives are well planned and managed, they play a pivot role in enterprise transformation and profitability.

Related to performance improvement as a result of talent management initiatives, it is also held that enterprises which fail to attract, retain and utilise skilled, talented and high performers are likely to be staffed with relatively unskilled people. There is a high likelihood that such staff levels, in terms of capacity, will negatively impact on enterprise survival, growth, development and competitiveness (Hausknecht, Rodda & Howard, 2009; Rappaport, Bancroft & Okum, 2003). In the same vein, Grigoryev (2006) argued that strategic positions filled by a bad hire have very high probabilities to hammer the enterprise back by years in terms of competitive advantage. Based on this viewpoint, it can easily be concluded that talent management forms the basis of enterprise survival, growth development and

competitiveness. This assertion is in line with the rationale that it is the human capital which forms the basis of enterprise success (Philips, 2014; Hiltrop, 1999).

To a large extent, it is stressed that talent management puts a lot of emphasis on employee performance and this influences their categorization in enterprises. The talent management agenda emphasises that in cases where the leadership or managerial positions are held by people whose performance is below average, then, the overall output of the enterprise will worsen. This is because of the multiplier effect (Axelrod, Hanfield-Jones & Michaels, 2002). It was also established by Axelrod et al. (2002) that below average performers do aim low and in general terms, the performance scale of everyone in the enterprise falls. In addition, the below average performers tend to engage their colleagues, the low performers. In this way, the multiplier effect of underperforming is accelerated in the enterprise. It is only through a talent management initiative that such enterprises in under-performance scenario can be improved as was the case with Sun Trust Bank in South Africa. The Bank had experienced poor performance resulting mainly from its leadership. In order to overcome the performance challenges, talent management programs were designed and strategically implemented. As a result, the overall performance of the leadership pool of the enterprise improved, leading to economic benefits. The bank registered an annual growth rate from four per cent (4%) to twenty-three per cent (23%). This overall improved performance was mainly attributed to enhancements in human resources management systems, but more so, to the efforts of the talent management agenda which removed the below average performers. Based on this case study of the Sun Trust Bank therefore, it is of value for enterprises to manage available talents strategically than ever before. This is because the business environment is volatile, and competition is generally stiff across the board (Joerres et al., 2007). In support to this illustration of the value of talent management, a study conducted by the Corporate Leadership Council in 2005 concluded that talent management makes a significant impact on the overall performance of enterprises, leading to about 15.4 per cent increase in the shareholders earning (Yarnall, 2011). All these management proclamations uphold the value of talent management to enterprises performance and return on investment to the shareholders of business entities.

From another perceptive, it may be difficult to apprehend the value of talent management concept on the onset from the enterprise point view. However, for the enterprise to appreciate the theory, it must ascertain what it is likely to lose in terms of opportunities, cost overruns, reject costs and other business costs to be incurred in the event of having to replace talented

employees when they leave (Ashton & Morton, 2005). The consensus amongst managers of enterprises is that talented people are the source of value creation (McCauley & Wakefield, 2006; Axelrod et al., 2002). These people do have a positive impact on productivity improvements, quality assurance and innovations which in turn translates into customer satisfaction, improved sales, expanded market share and enterprise competitiveness (Grobler & Diedericks, 2009). In addition, enterprises are likely to reach leading performance levels when they put in effort and recognise the value, develop and utilise the exclusive talents of the employees in the delivery of business objectives (Evans, 2011). In essence, enterprises embark on talent management in order to maximize efficiency, to be innovative and in the final analysis, to enhance customer satisfaction, which in turn results into sustaining enterprise survival, growth development and competitiveness. Given the relevance of talent management to the study and bearing in mind that enterprises adopt talent management for varying purposes, the above stated values of talent management as illustrated by management scholars were adopted for the study. This was done in order to have a bigger net for inclusion of the medium sized enterprises in the study on the basis of the value of talent management concept.

3.4. Approaches to Talent Management

There are various approaches to talent management which enterprises can adopt in order to enhance performance and competitiveness. In most cases, the variation in approach is attributed to the purpose of talent management, that is, what the enterprise intends to achieve, bearing in mind the internal business processes and set strategic business objectives. Chief among the approaches are:

3.4.1. Organisation Wide Focus

In this approach to talent management, all employees in the enterprise are encouraged to develop regardless of their talents, positions held and individual level of performance. This approach is based on the premise to “unlock-our-potential”. The conviction is that every employee in the enterprise has potential which can be developed. Based on this premise therefore, it is worthwhile to design and implement different talent development opportunities for employees. In the final analysis, the enterprise benefits through sustaining competitiveness. The organisation wide focus approach is also based on the philosophy that employees will only be full engaged when they are convinced and made to believe that their talents and aspirations are respected by the enterprise. Secondly, the enterprise will endeavour

to align their efforts in the right direction, for the benefit of all parties (McCartney & Garrow, 2007).

There are enterprises which are on record to have adopted the organisation wide approach to talent management. A case in point is the Royal Bank of Scotland. In this financial institution, talent management is based on the underpinning of potential. Every employee is accorded equal opportunity to develop his or her latent talent. When an employee exhibits potential, then opportunities of advancement are extended. The bank also recognises that employees' potential, abilities and aspirations do change overtime; and this calls for alignment with the business requirements, both in the short and long run (CIPD, 2006). Another example of organisation wide approach application to talent management is the public sector of United Kingdom. The public sector leadership is embedded in the culture of equality and managing diversity. The main objective of this working culture is to get rid of differential considerations and treatment. The sector advocates for fairness and equality. It is on this basis that an all-embracing approach to talent management is adopted in the public sector of United Kingdom. For example, the Locio Council Authority initiated talent development programs and the top management team agreed to allow all employees to participate. No selection methodology or criteria were applied. The program was based on individual initiative to develop (Harris & Foster, 2010). Employee development in the British National Health Service also hinges on the all-inclusive approach (Ford, Harding, Stoyanova Russell, 2010). Garrow and Hirsh (2008) illustrated that besides public sector entities, there are profit oriented enterprises which uphold the organisation wide focus approach to the talent management agenda. These enterprises recruit young people with high potential, usually those who have just completed their first degree at universities. The objective of the engagement is mainly two folds, namely: to serve as an employee of the enterprise in order to sustain the attainment of short-term business objectives and at the same time, to nurture, develop and monitor the talented people to attain their capabilities to take up higher positions in the enterprise, in the foreseeable future. PricewaterhouseCoopers (PwC) is a classic example of an enterprise which is inclined to the organization wide focus approach and application to talent management.

Apparently, the organisation wide focus approach to talent management seems to be finance intensive, depending on the number of employees in the enterprise. There is a high probability that it calls for a pool of resources which are likely not to be available in medium sized

enterprises, more so, those in emerging economies like Uganda. Apparently, this limitation does not mean that medium sized enterprises cannot adopt the organisational wide focus approach to talent development. The basis for applying the organisation wide focus approach to talent management lays in the intention or what is planned to be achieved, in relation to strategic objectives of the enterprise. However, Hausknecht, Rooda and Howard (2009) stressed that resources for talent management are limited in enterprises and therefore, there is need to rationalise in order to maximize return on investment. It is on the basis of rationalisation that the second approach to talent management, commonly known as the talent pool was formulated.

3.4.2. Talent Pool

This second approach to the talent management agenda is based on the rationale that, usually, in an enterprise, there are positions where, for example, a twenty per cent (20%) improvement in their excellence or superiority would have a positive, far reaching and sustainable impact on the overall performance. This rationale or justification led to the concept of Pivotal Talent Pool (Boudreau & Ramstad, 2005). McCartney and Garrow (2007) advanced that the pivotal talent pool concept recognises that not all talents in the enterprise can be developed or need to be developed at the same time. Therefore, there is a need to segment and deal with those competencies which are likely to give the enterprise a competitive advantage. In this way, the enterprise is able to economically utilise limited resources for employee development, basically in those areas which are considered to have the greatest benefit or impact or multiplier effect in as far as enterprise competitiveness is concerned. This rationale is supported by scholars who advocate for a restricted approach, where a selected number of employees are incorporated into the talent management or development regime (McCartney & Garrow, 2007 citing Webber & Donahue, 2001; Gakovic & Yardley, 2007; D'Annunzio-Green, 2008; O'Reilly, 2008; Sumardi & Ottman, 2009). The logical framework for the talent pool is best understood by analysing those reasons advanced by enterprises for its implementation and sustainability.

3.5. Common Types of Talent Pool Focus

Enterprises do invest in talent management programs for a specified category of employees. This is because of the following business reasons:

3.5.1. Leadership Development

There is a global perception that the supply of business leaders is not aligned to demand. As a result, there are recurring deficits in the labour market. From a business perspective therefore, this under supply of business leaders is deemed to have negative effects on enterprises, for example, in their response to analysing commercial risk, managing competitiveness, monitoring changes in the market based on signals, fast tracking innovations and to prudently respond to customer expectations in a dynamic market (Munsamy, 2007). A case in point, is the public and private sector of United Kingdom which had recognised that there were shortages of skilled and talented people to take up positions of leadership (Harris & Foster, 2010; SOCPO, 2005). This unfavourable business situation in relation to supply of business leaders is compounded by the fact that, there is an increasing percentage of talented people who have experienced stress and burnout, resulting from holding higher positions. These people are not willing to accommodate any further acceleration in their career development (Riccio, 2010; Rothwell, 2007; Thau & Heflin, 1997). Consequently, the core objective of talent management is to maintain a supply of talented business leaders in enterprises in order to enhance continuity and to sustain competitiveness. Business logic does dictate that enterprises need to have in place leaders who have the ability to propel them in the right direction and to systematically respond to the unforeseen challenges of the future (Riccio, 2010; Charan, 2008). This argument is based on the premise that flourishing enterprises, more so, those in a competitive business environment, do heavily invest in and devote a lot of resources to human resources development. Leadership development is part and parcel of human resources development and is considered a critical element for short and long-term enterprise performance (Munsamy, 2007; Locke & Tarantino, 2006).

Menkes (2005) emphasised that it is the leadership challenge which to a certain extent explains why several CEOs of enterprises have been keen to the talent management agenda. A case in point is Jack Welch, the former CEO of General Electric. He upheld talent management by devoting approximately sixty per cent (60%) of his working time to issues related to talent development programs and initiatives. He was keen at identifying the talented ones, mentoring them, and participating in designing appropriate training programs and associated initiatives focused on leadership development. In essence, enterprises adopt a segmented talent approach in order to develop employees to enable such employees to take up leadership positions in the foreseeable future. Garrow and Hirsh (2008) stressed that in practice, it is the management team of the enterprise which identifies and forms the talented pool to be nurtured

and developed into business leaders. It is important to appreciate that leadership challenges are crosscutting and not only confined to production-based enterprises. A case in point, Rhodes and Brundrett (2006) illustrated that there is an increasing concern about the supply of senior and middle leadership cadres in schools and this challenge is not only limited to United Kingdom. There are shortages of school principals in Canada, New Zealand and USA. It was projected that in case this trend persists, the pertinent results would be a crisis in the recruitment [identification] of heads and deputies. In order to address the challenges, the scholars asserted that there is need to develop prudent systems in identification, development, succession planning and retention of leaders. It is evident that the supply of teachers has declined over time and this pushes fundamental issues/questions about the quality of teaching and learning and the persistence of the “talents” from which future leaders will be identified. Furthermore, Behrstock (2010) asserted that strategic orientation of talent education programs is a new phenomenon which has begun to increase momentum. This is evident by the formation of human capital and talent management divisions or departments in the US school districts. However, the education sector is not striving to develop a workforce capable to deliver quality based services to clients. Based on the study conducted by IBM and Human Capital Institute, talent management practices are across other sectors. Education and government lag behind other sectors like healthcare, telecommunications and industrial products. In order to overcome the challenges pertaining to talent management in education, it was argued that the talent management program in the sector. There is a need to evolve around broad aspects like preparation, recruitment, hiring, induction, professional development, compensation and incentives, working conditions and performance management. Therefore, based on this literature, the question is: What is the relevance of these findings to the education sector of Uganda? This study shall attempt to provide the answer.

3.5.2. Functional level or Workforce Group Focus

Garrow and Hirsh (2008) stressed that the supply of professionals or those people capable of manning certain critical functions/positions/roles in enterprises is not forthcoming, in relation to demand. In most cases, these critical positions are usually not at the top level of the enterprise or of leadership character. In order to resolve this human resource problem, enterprises do embark on a targeted talent management initiative. This implies that a certain category of employees is identified and trained in order to intensify the supply of those rare skills. All in all, the core objective of talent management in this scenario is to align those areas which are likely to have a positive and immediate impact on the overall performance of the

enterprise and its competitiveness.

3.5.3. Specific Critical Posts

Enterprises have also recognised that there are positions which can best be defined as hard-to-fill. In most cases, these are shop floor level positions but do have a significant impact on the overall performance and competitiveness. In order to avoid unnecessary shortages in the supply of this category of human resources, enterprises embark on talent management programs. The sole objective of these programs is to intensify the supply of the rare skills. Employees are identified, and appropriate training and development programs are structured out and implemented, depending on the intensity of the skills gap and related requirements. The rationale of this talent management initiative is to ensure that the enterprise is aligned and does develop people to take up or to fill those positions classified as hard-to-fill. However, in the process of developing such a talent, due consideration should be accorded to the dynamics in the labour market and technological advancement in the market space (Garrow & Hirsh, 2008).

Given the above talent development approaches, the fundamental question is - What is the most pronounced approach adopted by the medium sized enterprises in Uganda? Which talent development approaches are the medium sized enterprises in Uganda inclined to? Scholars in small and medium sized enterprises hold the assertion that owners are more centred to staffing and augmenting talent development of potential employees with the capability to undertake a number of roles/tasks at different strata of enterprises development. This implies that dynamic mechanisms of organizational development and the phenomenon of selection of potential is by and large applied in the equation. Thus, the pattern of talent identification, attraction, selection and development practices in the SMEs is greatly influenced by organizational development, the organizational life stages. At the same time, it is advanced that these enterprises tend to evolve informal approaches to talent management and this influences the adaptation of certain approaches. Consistently, it is argued that formal and excessive approaches to talent management, which are curved to talent pool, for those employees with high potential, tend not to fit the highly inclined egalitarian culture of teamwork which is deep-rooted in the SMEs. This is because there are high possibilities that such approaches are likely to undermine the morale and energies of the vast majority of employees therein (Krishnan & Scllion, 2016; Heneman et al., 2000). The researcher appreciated these research findings because they provided the dynamics and would-be direction of talent management in the medium sized enterprises,

with specific reference SMEs in emerging economies. In specific terms, the study was designed to provide answers pertaining to the direction of talent management in the medium sized enterprises in Uganda. In the process, the validity and application of the said findings shall be established.

3.6. Theoretical Framework of the Study

The theoretical framework reveals a consideration of talent management studies in the SMEs, theories and concepts/perceptions that are deemed to be relevant to the research undertaking. At the same time, these theories and concepts do provide broader areas of knowledge of the subject matter under review and avail a basis to evaluate previous findings in relation to this study. Broadly, the theories and models underpinning the study were reviewed to inform the data analysis and the modelling process of the study. By and large, these theories, models, principles, and related approaches were selected by the researcher because they provided varying approaches to the concept of talent management in enterprises. These varying approaches were viewed to be relevant to the medium sized enterprises in emerging economies like Uganda. More importantly, the dimensionalities of these models provided a wide analytical framework for enterprises to adopt in order to mitigate the challenges related to talent management in a competitive business environment.

3.6.1 Summary of findings of talent management studies in the SMEs

The researcher considered research studies conducted by various scholars in the field of talent management with specific reference to SMEs. This was done to establish what has been accomplished, to provide an indication of what the SMEs have done in the field of talent management, and to offer indication of what is likely to be “possible” or doable in the medium sized enterprises in Uganda. All these considerations assisted the researcher to align the study in terms of conceptual framework formulation and data analysis. Chief among the studies considered are:

Chung and D’Annunzio-Green (2018) conducted a study titled “*Talent Management practices in small-and medium sized enterprises in the hospitality sector - An entrepreneurial owner-manager perceptive*”. The research problem that ignited the investigation was the negative perceptions of talent management concept being experienced by SMEs in the hospitality sector.

In a nutshell, the SMEs in the hospitality sector were experiencing unsocial working hours, seasonal employment and limited opportunities for career development. All these challenges were a contributor to the high labour turnover. Moving forward, qualitative approaches to data collection were applied to the investigation. Data was collected through semi structured qualitative interviews with owners-managers of the hotel facilities in order to establish their role(s) in human capital development practices of SMEs in the hospitality sector of United Kingdom. In summary, the findings of the study were that: in respect to the *characteristics of a talented person*, the owner-managers held the perception that those employees who quietly perform over a long period of time tend to have a greater positive effect on enterprise performance than those who shine within the short run. Hence, it is critical on the part of the enterprises not to ignore them. In respect to *talent development approaches*, the consensus was that the approaches which curves out promising talents to be nurtured and developed to take up strategic positions in the long term were deemed to have the potential to cause certain employees to miss out on development opportunities offered by the SMEs. To the SMEs, the ability for the enterprise to enhance teamwork is of vital importance. This finding implied that the enterprises were keen to talent development and the owner-managers were playing a significant role to attain the agenda. The finding raises questions in respect to medium sized enterprises in Uganda – Are owners and managers keen to talent development of employees with potential in the medium sized enterprises? Is there a relationship between the owner-managers and talent development in the medium sized enterprise in Uganda? This study shall endeavour to find answers to such questions. In respect to *recruitment of talents*, the owner-managers played vital roles in the hiring processes and team involvement was deemed relevant. This finding implied that the owners-managers were keen to identify talents through recruitment with the view to sustain enterprise competitiveness. The question is - Are the owners-managers of the medium sized enterprises keen to talent identification in the medium sized enterprises in Uganda? Is there a positive relationship between owners-managers and talent identification in the medium sized enterprises in Uganda? It is anticipated that this study shall endeavour to provide answers to these fundamental questions. Lastly, in the field of *nurturing talents within the enterprises*, the owner-managers stressed that the most economic and rational approach is to acquire talents by developing the potential of talented people from within the enterprises. Hence, SMEs were inclined to developing talents, to nurture them to take up various positions in the foreseeable future. Thus, it could be argued that the SMEs were involved in talent development in respect to various positions therein. The question is -what is the practice in the medium sized enterprises in Uganda? This study has been designed to

provide the answers to such questions. The researcher considered Chung and D'Annunzio-Green (2018) study relevant because it dealt with aspects of talent management in the SMEs. The findings stressed that talent management was not only a prerogative of the large and multinational enterprises but rather a necessity to enterprises irrespective of their sizes. Fundamentally, the study stresses that the owners-managers are key players in the talent management agenda of SMEs.

The researcher also considered Kaliannan, Abraham and Ponnusamy's (2016) "*Effective Talent Management in Malaysian SMEs: A Proposed Framework*". This study affirmed that most of the SMEs in Malaysia experienced "talent-drain", and lacked appropriate talents to sustain enterprise survival, growth, development and competitiveness. This situation is almost similar to what was pertaining to Uganda at the time of the study (i.e. the statement of the problem). The study applied qualitative approaches in data collection and analysis. In summary, the findings of the investigation were that - *line managers and board members* were responsible for managing talents in the SMEs. This implied that the owners and the line managers played a significant role in the talent management agenda in the SMEs. The question is – Are the line managers and owners playing fundamental roles in talent management initiatives in the medium sized enterprises in Uganda? The study also established that SMEs adopted numerous approaches to recruit talents [talent identification] and these included employee referrals, walk-ins and through the internship arrangements. All these approaches were adopted with the view to identify and engage the right fit between people-organisation-job. Chung and D'Annunzio-Green's (2018) findings were consistent with this finding in respect to talent identification. The study also established that potential talent [talented people] did consider enterprise reputation, incentive provided by the employer [SMEs] and the working environment before making a choice to serve a particular enterprise. In the aspect of employee training and development, the study revealed that SMEs had invested substantive resources, with the assistance of the Government of Malaysia, in the sphere of developing talents with the view to sustain competitiveness. This finding revealed that for the SMEs to remain competitive in the globalized market, the need to invest in talent development is a necessity. Therefore, this finding raises a fundamental question in respect to the medium sized enterprises in Uganda - Are the medium sized enterprises investing resources in the field of talent development? Furthermore, in the field of performance appraisal and rewards management, Kaliannan et al. (2016) revealed that SMEs did appraise their employees by applying a multidimensional approach which included clients' feedbacks, key performance indicators and targets, individual performance and aggregated enterprise

productivity. Regarding talent retention and strategies, the study revealed that there were crosscutting aspects which influenced talents to serve SMEs and these included engagement, empowerment, trust, good working environment and opportunities to advance one's career. Consistently, the SMEs were inclined to availing conducive working environment, by put in place prudent communication systems and cordial working relationships. The researcher took into account Kaliannan et al.'s (2016) study because it revealed that SMEs were undertaking talent management in their people management irrespective of size and the globalised environment in which they were operating. The fundamental question to be answered is - Are the medium sized enterprises in Uganda consistent with Kaliannan et al.'s (2016) findings? This study shall endeavour to provide the answers.

Other investigations taken into account included that of Tatoglu, Glaister and Demirbag (2016) titled, *"Talent Management motives and practices in an emerging market: A comparison between MNEs and local firms"*. Specifically, the study was designed to examine talent management motives and practices, and how they differ between multinational enterprises and local firms [SMEs] in the market context of Turkey. This study was based on the premise that talent management is of prime implication to local enterprises in emerging economies due to its positive impact on economic growth, demographic trends, characteristics of employees and their belief towards work. Turkey was selected as the study site because it was perceived to be an emerging liberalized market economy. In this regard, talent management was deemed to be of major importance to the economy driven by massive investments in infrastructure, increasing talent demands from the multinational enterprises and the prevailing shortages of talents. The theoretical framework of the investigation evolved around the four components considered to be dominant to the talent management discourse - *people, pools, positions and practice*. The researchers emphasised that gaps existed in the understanding of talent management in emerging economies where retention of talented employees is becoming increasingly difficult. In this investigation, the majority of the local enterprises were family owned, like the ones in Uganda, and the Government of Turkey was playing a critical role in supporting the talent management agenda. The fundamental key findings of the investigation were that: The *human resources practices* in the local enterprises portrayed the Turkish culture, one which is centred on unequal power distribution and managers are more inclined to top-down communications, similar to parent-child relationship. The concept of "family" within the enterprises is overriding in shaping behaviours and business actions. In short, this finding revealed that leadership style has a bearing on the direction of talent management in these enterprises. Given these findings,

the key question to be answered is - To what extent does leadership style adopted in the medium sized enterprises influences the direction of talent management therein? Is there a relationship between leadership style adopted in the medium sized enterprises and the talent management agenda in the context of Uganda? The researcher envisaged that this study shall attempt to provide answers to these pertinent questions.

From another perceptive, Tatoglu et al. (2016) established that *human resources management* was characterised by late payments of salaries, job discriminations, poor career management and promotion heavily dependent upon longevity. All these negative aspects affected talent management therein. This finding raises pertinent questions to this study - To what extent does owners' participation in the day to management of medium sized enterprises influences talent management in Uganda? The study shall endeavour to provide the answers. In addition, the investigation revealed that there was no difference between MNEs and domestic local enterprises [SMEs] when it came to the relative importance of *strategic relevance of talent management*. Hence, the local enterprises had come to a realisation that talent management is a critical ingredient in enterprise survival, growth, development and competitiveness, similar to what the MNEs hold. This finding raises another fundamental question - Have the medium sized enterprises in Uganda appreciated the relevance and importance of talent management in their business operations? Consistently, the study shall attempt to provide answers to such germane questions.

The researcher also considered Onyango's (2015) study titled "*Effective Transformational Leadership on Talent Management: A Case of Micro, Small and Medium Sized Enterprises in Migori County, Kenya*". The study was designed to determine the causal relationship between participative leadership style and talent management in the SMEs in Migori County, Kenya. The investigation established that the relationship between transformational leadership and talent management was statistically significant ($p=0.000$) and positively ($\beta=0.30.$) related. Consistently, in the context of Uganda, this study of talent management in the medium sized enterprises is designed to establish whether or not there existed a positive relationship between leadership style and talent management. From another angle, the question to be answered is – Does the leadership style adopted in day to day management influences talent management in the medium sized enterprises in the context of Uganda? This study was designed to provide answers to such fundamental questions.

Furthermore, the Zamcu's (2014) study titled "*Trend and Challenges in the Modern HRM – Talent Management*" was also configured in the equation. The main objective of this investigation was to demonstrate the relevance of continuous training, attracting, developing and retaining highly competent employees, as a good start in talent management for SMEs in Suceave County, Romania. The findings were structured under the following themes: *Training - the way of talent management in the SMEs*. In these enterprises, talent management was associated with the number of employees engaged therein, that is, the bigger the number the higher the propensity to engage in the talent management agenda. This finding influenced the conceptual framework of this study. Specifically, this study under review was designed to establish whether or not the number of employees engaged in the medium sized enterprise influences the direction of the talent management agenda in the context of Uganda. Another theme of the findings was in the sphere of strategy - *Do these enterprises have a human resources strategy?* The study revealed that SMEs, like multinational enterprises had commenced to accord human resources management the importance it deserved. At the same time, the study also established that enterprises in technical aspects had embraced the concept of human resources strategy and information technology. These enterprises were more involved in human resources strategy. In this way, it could be argued internet access and websites have a positive bearing on talent management initiatives. These findings raise questions in respect to the medium sized enterprises in Uganda. To what extent have the medium sized enterprises in Uganda embraced the concept of human resources strategy? What are the similarities or differences with the SMEs in Suceave County, Romania? This study shall attempt to provide answers to such pertinent question, directly or indirectly. In the field of talent identification - *process of recruitment and selection* – the study found out that emphasis was placed on academic attainment, working experience, team spirit and aspiration to advance with the enterprise, adaptability, flexibility, motivation and the desire to learn. From a broader perceptive, the study confirmed that SMEs were involved in talent identification processes with the view to sustain enterprise competitiveness. Consistently, the question to be answered is - Are the medium sized enterprises in Uganda involved in talent identification as was the case with the SMEs in Romania? What factors tend to influence the dynamics of talent identification in the medium sized enterprises in Uganda? What factors or variables which influences talent identification therein? The researcher held the opinion that the study shall endeavour to provide answers to such questions and to establish the relevance of the said findings in the context of Uganda. In the horizon of *performance evaluation*, the Zamcu's (2014) study revealed that talented employees were appraised, and the annual appraisal exercises centred on attaining

targets, time management, and financial aspects. In essence, the overall performance of the enterprise had a bearing on the direction of talent management. The question is - To what extent does the overall performance of the medium sized enterprises influences talent management in Uganda? The study shall attempt to provide answers to the said question. Linked with performance assessment is the aspect of *Employee participation in training* - the study revealed that management teams of these enterprises were keen on employee training in business sector activity, but the employees were more inclined to communication trainings and personal development. The baseline finding is that the SMEs were keen on talent development initiatives. The question is - What are the underlying factors which influences the medium sized enterprises involvement in talent management? The study shall endeavour to provide the answers.

Finally, the researcher considered Valverde, Scullion & Ryan's (2013) study - "*Talent Management in Spanish Medium sized Organisation*". The genesis of this investigation was that talent management in Spain was deemed to be under researched in relation to other EU members, and no consideration was accorded to medium sized enterprises. From the onset, it is logical to advance that the said underlying factors leading to this investigation in Spain were almost similar to those existing in Uganda, leading to this study. For instance, there was no empirical study conducted in the field of talent management with specific reference to the medium sized enterprises in Uganda. Valverde et al.'s (2013) study responded to calls for investigations in order to cause understanding and appreciation of talent management shapes in the context of medium sized enterprises. It aimed at contributing towards the concept and practices of talent management in the medium sized enterprises in Spain. Specifically, the study was designed to answer the following research questions:

- a) What is the level of awareness of talent management in the medium sized enterprises in Spain?
- b) How is talent defined and identified in Spanish medium sized enterprises?
- c) How is talent management handled in Spanish medium sized enterprises?

In terms of methodology, the researcher, Valverde et al. (2013) applied explanatory and highly inductive approaches. Theoretical sampling was used to select those medium sized enterprises that participated in the investigations. In the process, due consideration was accorded to enterprise longevity. The rationale for longevity was that these enterprises which had existed

longer had evolved survival strategies [used their limited resources, including people] to effectively cope with the dynamics in the competitive markets and economic recessions. Based on this perceptive, the researcher framed a question - Is there a relationship between the duration the medium sized enterprises have been in operations/existence and talent management initiatives in the context of Uganda? This question in a way influenced the conceptual framework of this study of talent management in the medium sized enterprises in Uganda. Specifically, owners, managers and employees were selected and interviewed in order to provide responses to the research questions. Valverde et al.'s (2013) study had a number of findings and chief among them are: The owners, general managers and the human resources managers were by and large not conscious of the concept of talent management in the Spanish medium sized enterprises. Even those which had limited appreciation of the concept of talent management reacted in a manner which reflected that its application in the medium sized enterprises was not feasible. Secondly, the employees were not aware of the concept of talent management. This finding rises fundamental issues in respect to this study of talent management in the medium sized enterprises in Uganda. For example, are the owners of the medium sized enterprises aware of the concept of talent management in order to influence its direction in the medium sized enterprises in Uganda? Are the general managers and assistant general managers able to influence talent management aspects in the medium sized enterprises in Uganda? The study shall endeavour to provide answers to such pertinent questions.

Other findings in relation to talent management in Spanish medium sized enterprises were that the majority of the enterprises did possess a precise talent management policy; the owners provided a definition of talent management and those to be considered as the talented ones; to the managers of the medium sized enterprises, those individuals who are so critical in business operations, without whom, efficiency could easily be lost were deemed to be the talented ones; managers also classified employees as talented ones on the basis of their knowledge and skills coupled with other aspects like trustworthiness, responsibility and involvement with the enterprises. In essence, for a person to be viewed as a talented one in Spanish medium sized enterprises, the individual had to be committed, loyal and closely involved with the enterprise. This finding raises a question for this study - To what extent are the owners and managers influencing the direction of talent management in the medium sized enterprises in Uganda? This investigation shall endeavour to provide pertinent answers to the question.

In addition, Valverde et al. (2013) established that those enterprises which considered all

employees as talents ones, exhibited continuous and macro investment in talent development in terms of job security and training. The trainings were mainly in two folds, namely, those directly linked with the enterprises requirements and those which were not directly linked to it, commonly referred to as general development. On the other hand, those enterprises that did consider all the employees the same, as a commodity, made no investments to sustain retention and employee development. It was also revealed that management of talents was mainly achieved through informal ways. By and large, the Spanish medium sized enterprises did not employ and formally deployed employee retention policies. Regarding succession, these enterprises had, with precision, identified the vital positions linked to enterprise success and the persons who could succeed, in the event demand cropped up. The study also established that medium sized enterprises did practice talent management, without being aware of the concept in formal terms, in Spain.

Finally, the researcher held the opinion that the findings of the previous studies in SMEs mentioned above informed the direction of this investigation. It is not an underestimation to state that the said findings informed the conceptual framework of this study of talent management in the medium sized enterprises in Uganda. It is also important to appreciate that these studies provided insight on how talent management issues were handled in small and medium sized enterprises and this acted as a “predictor” of what was likely to exist in the medium sized enterprises in Uganda. From another perspective, it is deemed that this study shall provide practical answers to the above stated questions and this will go a long way to strengthen talent management in emerging economies like Uganda.

3.6.2. The Supply Chain Model of Talent Management

Cappelli's (2009) supply chain model of talent management recognises talent management as an innovation in the way people are managed in enterprises. The initiative calls for enterprises to acquire and utilise the right skills in available positions in order to sustain competitiveness in the ever-changing business environment. This recognition is appropriate to medium sized enterprises in Uganda because they do operate in a competitive business environment, resulting from the liberalisation of the economy (Kasekende & Opondo, 2003; Khabusi, 1997). The supply chain model affirms that before globalisation, the majority of enterprises made no attempt to focus or make projections of the need for talents. Thus, no logical human resources plans were formulated and implemented. In most cases, enterprises

relied on external hiring, as a strategy to mitigate the deficiencies in talents with the view to enhance enterprise performance and competitiveness. This approach was highly reactive in nature and character. In addition, the model emphasised that other enterprises relied on succession planning, as an approach to mitigate talents' low supply. The succession planning approach was mainly dependent on the relative stability of the business environment. However, with the emergence of globalisation, the business paradigm changed, it became violate, and succession planning models adopted at the time became unsuccessful, irrelevant, unreliable and unrealistic in assisting enterprises to handle talent management in ever changing and demanding environment. This is because globalisation resulted into fast sweeping changes in the business environment. Enterprises started to experience a high degree of business uncertainty in markets and models or human resources management approaches, systems and practices like succession planning became irrelevant in as far as managing talents was concerned. Thus, it is argued that the supply chain model of talent management was developed to mitigate the foresaid issues in the way enterprises manage talented people in order to sustain competitiveness. It is on this premise that the model was analysed and adopted for this study of talent management in medium sized enterprises in Uganda. Although the model discredits succession planning at the enterprise level, it is important to appreciate that multinational enterprises human resources management systems rotates on global succession planning, which provides the direction in terms of talent development and utilisation. Human resources are by and large seconded to various economies with the view to enhance competitiveness (McDonnel, Lamare, Gunnigle & Lavelle, 2010).

Component of the Supply Chain Model of Talent Management

The supply chain model of talent management is based on the groundwork that there are two great risks in talent management. The first risk is that when an enterprise coherently experiences a mismatch of employees and skills, it implies that the business affairs will results into insufficient talents to meet the enterprise demands and associated requirements. In totality, there are inherent costs incurred by the enterprise. The second risk is that an enterprise incurs costs/ loss on investments in talent management through the failure to retain talented people and this affects its survival, growth, development and competitiveness. Based on these assertions, the study attempted to answer, directly or indirectly the question: Are the medium sized enterprises in Uganda aware of the said costs and risks related to talented people as expounded by the supply chain model of talent management? What are the factors which influences the whole spectrum of talent management in the medium sized enterprises in

Uganda?

In order to mitigate the costs and risks associated with talent management, the model unfolded four principles, namely, “Making and Buying” to manage demand-side risk’ reduce the uncertainty in talent demand, earn a return on investment in developing employees and balance employee interests by using an internal market. These principles are reviewed below with the objective to induce their relevance to the study of talent management in medium sized enterprises in Uganda. Secondly, the principles were also considered for the study to ascertain their application to the medium sized enterprises in a resource constrained environment like Uganda.

“Making and Buying” to Manage Demand-side Risk.

This component of the model stresses that risk is apportioned into two main parts, namely, the uncertainty of a given outcome and the cost of that outcome. Cappelli (2009) advanced that enterprises possess the possibility to reduce the degree of uncertainty associated with business outcomes through enhanced mechanisms of forecasting. He illustrated that it is easier and economically viable to manage risk by causing a clear understanding of the situation and consequently, reduce the costs associated with mistakes.

In relation to the first principle of the model, Cappelli (2009) stated that it is tricky to forecast how many products will be needed, but it is comparatively easier to ascertain the cost of not having sufficient product or services to meet the demand on the market. Based on this logical analysis, enterprises have a duty to consider talent management in the aspect of risk and related costs. The model affirms that for enterprises to be competitive, it is not only sufficient to estimate demand but rather, it is of value to calculate and ascertain what the costs will be when a contrary decision is taken, or a situation occurs. This assertion is relevant to the study because enterprises have to determine the magnitude of losses in case a right decision is not taken in as far as talented people are concerned. Hence, the researcher designed the study to ascertain, among other things, the extent to which medium sized enterprises in Uganda endeavour to manage the risks associated with talent management with the view to sustain business competitiveness.

The principle, “making and buying” stresses that the cost of outside hiring is higher than the cost of an employee nurtured and developed internally in the enterprise. The difference lies in

the comparison of the cost of losing talented people to the competitors. Apparently, when talented employees join the competitors, the enterprise incurs losses. In addition, this first principle, “Making and Buying” to manage demand-side risk of the supply chain model of talent management recognises that it is not sustainable for enterprises to have an excessive cohort of talented people under the umbrella of future use. Cappelli (2009) highlighted that talented people cannot be categorized as “inventory”. These people are not willing to stay in the reserve force. They are not willing to wait for an opportunity to occur in the enterprise so that their potential is put to full use. As a result, they are bound to leave the enterprise and most likely, join the competitor.

However, to the contrary, Chung and D’Annunizio (2018) established that the practice of curving out latent talents and those with potential to be nurtured and developed to take up premeditated positions in the foreseeable future was considered to cause a number of employees to miss out on the talent development programs in the medium sized enterprises. Secondly, this practice of talent identification was also considered to cause unwanted employee relations challenges in the SMEs. To the SMEs, the fundamental issue in internal business operations is teamwork enhancement. Consistently, the fundamental question to be addressed by this study of talent management in the medium sized enterprises is - Are the medium sized enterprises in Uganda consistent with this component of “making and buying” of talents in as far as talent development is concerned? Or the medium sized enterprises are more inclined to teamwork enhancement (Chung & D’Annunizio, 2018) as a business strategy to sustain enterprise competitiveness in Uganda? The study shall endeavour to provide the answers.

In conclusion, the “making and buying” principle of the supply chain model of talent management provides a strategy to deal with costs and uncertainty, in as far as managing talented people is concerned. Enterprises have to evolve an internal human resource development strategy for talented people. This calls for investment in people development in order to build capacities in those rare skills, knowledge and abilities. Enterprises have to start with the best workforce forecasts, and then plan for a level of internal talent development within a defined framework or mechanism in order to minimize the risk of “inventory”. The proposed strategy is meant to enhance enterprise survival, growth, development and competitiveness by having a sustainable supply of talent people.

Chung and D’Annunizio - Green (2018) revealed in the field of *nurturing talents with the enterprises* that the owner-managers were convinced that the most economic and coherent

approach is for the SMEs to acquire talents by developing latent and potential of talented people inhouse. Basing on this inclination to develop talents within the enterprises and taking into account the first principle of the model as analysed above, the study was also designed to investigate, among other things, the degree to which the medium sized enterprises in Uganda recognise the inherent uncertainties and costs associated with talent management. The investigation also endeavoured to establish how the medium sized enterprises responded to human resource development and strategy. In other words, this investigation was designed to establish how employee development initiatives were influenced, mapped out and implemented in medium sized enterprises in Uganda.

Reduce the uncertainty in Talent Demand

The second principle of the supply chain model of talent management recognises that enterprises have to conduct complex forecasts because the current markets are volatile and contain a variety of competitors who tend to invest heavily in innovations. On the basis of this observation, Cappelli (2009) echoed that enterprises have an obligation to frequently adjust current business strategies in order to remain competitive in the market. The second principle of the model confirms that long term succession planning is not applicable in the present times. This is attributed to the fact that jobs to be filled in the future cannot be predicted now due to market dynamics. As a result, enterprises have to shift from long term succession planning and adopt annual plans. On the strength of the second principle of the model, Cappelli (2009) proposed that enterprises must adopt the concept of portfolios in order to reduce uncertainty in as far as managing talented people is concerned. The concept of portfolio underlines that enterprises need to have a talented pool whose development avoids having a narrow and specialized tendencies designed for specific jobs. The prominence should be on employee development strategies which emphasises acquisition of broad and general competencies that fit into a wide range of jobs in the enterprise. Once the employees are developed using the concept of portfolio, they can easily be allocated to various jobs rather than trying to forecast in advance which positions are likely to fall vacant.

Consistent with the said management literature, Tatoglu et al. (2016) unfolded that the local enterprises [SMEs] had recognized the critical importance of talent management to enterprise survival, growth, development and competitiveness. In the same vein, Chung and D'Annunzio (2018) established that the owner-managers concluded that those employees who had served the enterprises for a longer period of time tended to have greater contribution towards

enterprise performance than those who had served for a shorter period of time. To the researcher, probably, those employees who had served for a long period, had rotated in the enterprise and acquired all round skills to be in position to man various internal business processes. Therefore, basing on the above-mentioned findings in the SMEs, it is logical to state that there is appreciation of talent management and those capable to man various operations are valued. Given the conceptual structure of portfolio, the study was intended to establish the extent to which medium sized enterprises in Uganda evolve human resource development strategies which are centred on multi-skilling, as an approach of talent management. Secondly, using the same analytical framework, the study attempted to ascertain whether or not medium sized enterprises in Uganda still flourish succession planning, notwithstanding changes and instabilities in the market as a result of stiff competition.

Earn a return on investment in developing employees

This third principle of the Supply Chain Model of Talent Management as developed by Cappelli (2009) attempts to answer the question: How can enterprises recoup the investment in employee development when the need for their skills is relatively uncertain in the future and the employees are capable of walking out of the door [resign and take up employment with the competitor] thus, taking those skills with them?

Cappelli (2009) asserted that the answer laid in hiring. Enterprises have to ensure that the hiring process of talented people is based on realistic short-term forecasts, that is, the demand for talented people need to be assessed in relation to their roles in internal business processes. It is further emphasised that enterprises are required to adapt the sequential method of recruitment rather than wholesale hiring in order to be compliant with the principle of return on investment in developing employees. Recruitment has to be controlled and rationalised by an approach called Staging. Cappelli (2009) affirmed that enterprises have to first recruit a fraction of a fixed number of required employees, develop it and thereafter, increase the number at sequential intervals. By so doing, the principle asserts that, enterprises will enjoy the benefits associated with flexibility in internal business processes.

This third principle of the supply chain model of talent management further acknowledges that enterprises are faced with challenges associated with return on investment in developing employees. In order for enterprises to mitigate the problems associated with recouping

investment in employee development, Cappelli (2009) illustrated that the best mechanism or scheme is for the employees to foot part of the cost of their development. This system is based on the rationale that employees are the greatest beneficiaries of the investment in their development. The argument is also grounded in the philosophy that employees have the ability to put their skills on the open market, contrary to the aspirations of the employer who invested financial resources in their training and development. The principle further advances that enterprises have to rationalise employee development plans to enable employees foot part of the costs of development. This can be attained when employees are encouraged to make substantial contributions toward the cost of learning or enterprises may foot the cost of tuition in institutions of higher learning [universities] but the employees have to attend the program lectures outside the normal working hours. By so doing, enterprises are offered a window of sharing costs of investment in staff development. The fundamental question stands: is this framework appreciated by the medium sized enterprises in Uganda? The study attempted to provide the answer. Secondly, enterprise need to spot talents and potential at an early stage of employees' engagement. This approach will enable them to accord the identified employees' opportunities to develop and advance faster than expected. This method is likely to accelerate utilisation of talents and consequently, recouping the investment in development.

Researchers in talent management in the SMEs have revealed varying approaches used by these enterprises in the field of talent development. A case in point, D'Annunzio - Green (2018) revealed that SMEs had invested substantial in the field of talent development, with the arm of the Government of Malaysia. Valverde et al. (2013) established those enterprises which held their employees as talented ones, invested in talent development initiatives of their employees. However, those enterprises which considered their employees to be the same, like a product, did not invest in talent development initiatives. Overall, the whole process of talent development was conducted informally, with no governing policies and procedures in the medium sized enterprises in Spain. Zamcu (2014) stressed the management teams of local enterprises were more inclined to employee development in the field of business sector operations but the employees were more interested in communication training and personal development. By and large, these findings unfolded that the SMEs were keen to talent development; the Government of Malaysia financed talent development initiatives for the medium sized enterprises; how the enterprises perceived their employees influenced the direction of investment in talent development initiatives. More importantly, in the process of talent development in the SMEs, the issue of recouping return of investment in employee

development was not structured and documented. There is no evidence in that direction. Thus, the researcher can assert that the issue of return on investment in employee development, with specific reference to medium sized enterprises was not formally addressed and integrated in the management systems.

Moving forward, basing on the finding of previous researchers in the field of talent management in the SMEs stated above and the management literature, the supply chain of talent management, the fundamental questions to be addressed are: Have medium sized enterprises in Uganda evolved mechanisms to identify talented people at an early stage, develop, deploy and utilise them accordingly under the armband of talent management agenda? What are the factors influencing talent identification in the medium sized enterprises in Uganda? Have the medium sized enterprises in Uganda developed mechanism and implemented systems to assist in maximizing return on investment from employee development or they just follow what is in the market space? The study shall attempt to assess the extent to which the third principle of the Supply Chain Model of Talent Management as developed by Cappelli (2009) is applicable to medium sized enterprises in Uganda.

Balancing employee interests by using an internal market

The fourth principle of the model acknowledges that before globalisation, career planning and decision making were both a prerequisite and a prerogative of enterprises, irrespective of their sizes. It was basically a fundamental task performed by the enterprise executives, then. Cappelli (2009) advanced that in a competitive market, employees no longer rely on plans of the employers in order to steer their career path. Talented employees have exhibited high tendencies to initiate job change and drive their own career progression. Consequently, enterprises have to mitigate the risk by negotiating with employees in order to have a clear understanding of their career advancement plans with the view to strike a balance.

In relation to the SMEs, Zamcu's (2014) findings are consistent with the analysis of the fourth principle, employees being keen to spearhead their career development. It was established employees are more interested to pursue talent development programs which are of their interest and motivation. The findings revealed that employees were more inclined to their personal development agenda in the SMEs in Romania than to follow the employers' direction. Basing on these findings and the fourth principle of the supply chain model of talent management, the question for this study is: - Have the medium sized enterprises in Uganda

recognised the abovementioned realities in relation to employee career development? It is envisaged that the study shall attempt to provide answer.

Relevance of the Supply Chain Model of Talent Management to the Study

In conclusion, the supply chain model of talent management was considered very relevant to the study because it provided a solid analytical framework on how enterprises, irrespective of their sizes, should manage talented people in a competitive business environment. The model also provided balancing mechanisms in relation to talented employees which are critical to the survival, growth, development and competitiveness of medium sized enterprises in Uganda. It is also important to appreciate that the model relied too much on forecasting, risk and cost analysis. The application of these management notions may be limited in the medium sized enterprises in Uganda. This can easily be attributed to the level of economic development and business management practices in the country. However, this limitation is likely to be mitigated by the fact that medium sized enterprises in Uganda operate in a competitive business environment. In this environment, the ability to forecast is a critical element for enterprise survival. The researcher held a strong opinion that the supply chain model of talent management was very relevant to the study under consideration, irrespective of the said limitations or shortcomings.

Gaps in the Supply Chain Model of Talent Management

The supply chain model of talent management emphasises pertinent issues in talent management ranging from talent identification to career development and reward management. In relation to talent identifications, the model emphasises the principle of “making and buying” in order to manage the demand size risk. However, there are literature gaps in that the model does not provide a clear path on how to identify talents. At the same time, the model does not indicate the factors which are likely to be at play in enterprises in order to successfully identify those talented people to be nurtured with the view to maximize the reality that the talent developed in-house is cheaper than outside hiring. The supply chain model of talent management does not provide literature on the influencing factors [dynamics] for talent identification and talent development with the view to align the enterprise to the first principle. The model also seems to be a fit for all description in terms of sizes of the enterprises. There is no mention of its application to medium sized enterprises in developing economies like Uganda. Furthermore, the model emphasises the need to propel the enterprise on the basis of the concept of portfolio. The concept of portfolio provides relevant approaches

to talent management. However, no emphasis was made on the influencing variables or the factors that are likely to drive the rollout and continuous implementation and sustainability of the concept of portfolio in enterprises, bearing in mind the sizes, whether medium or large enterprises. That is to say: What managerial factors tend to influence the attainment of the cohort of talent development in enterprises as illustrated by the concept of portfolio? These gaps in management literature triggered the researcher to develop the sub questions of talent identification in the medium sized enterprises in Uganda. The supply chain model of talent development also stresses the need for enterprises to buy in the career development path of the employees. However, the identified literature gap is that there is no mention of factors which are likely to influence the said buy in. For example, what leadership style is likely to influence the buy in? Secondly, what other managerial factors need to be considered for the attainment of the third principle of the model? Answers to these questions justify that there are literature gaps in the model built up and a need for the study of talent management in the medium sized enterprises in Uganda is pertinent.

3.6.3. Talentship Model of Boudreau and Ramstad, 2005

The Talentship Model as constructed by Boudreau and Ramstad (2005) recognises that there is a gap in professional practices of human resource management. This gap is attributed to the flow of information. Overall, appropriate and relevant information for decision making is not availed to business leaders of enterprises as and when needed. As a result, decisions pertaining to talented people are not scientifically arrived at in enterprises and this negatively affects survival, growth, development and competitiveness. Consistently, Chung and D'Annunzio-Green (2018) illustrated that their investigation in small and medium sized enterprise was mainly prompted by the negative perception the SMEs were experiencing regarding the concept of talent management in the hospitality sector. Thus, basing on Boudreau and Ramstad (2005) study, it is logical to assert that the said SMEs in the hospitality sector were in such a state, probably, because there was continuous breakdown in the flow of business information pertaining to talented people. In order to mitigate the information gap problem, Boudreau and Ramstad (2005) framed the application of Decision Science in Talentship Model.

Decision Science in Talentship Model

Boudreau and Ramstad (2005) developed the concept of Decision Science on the strength and structures of other disciplines like marketing and finance. The authors realised that the ultimate

goal of talent decision is to accelerate the performance and success of enterprises through competitiveness. The concept of Decision Science holds that there is an urgent need to cultivate improvements in decisions made in enterprises, more so, those decisions that have a bearing on or impact on or depend on talented human resources. Boudreau and Ramstad (2005) asserted that talentship is to human resource what finance is to accounting, or what marketing is for sales. This illustration recognises the notion that strategic business decisions require discretion and uniqueness. The model emphasises Decision Science because of its positive impact on reliability, consistency and shared understanding in the management of enterprises. It is further argued that without Decision Science, human resource professionals will respond to similar business challenges differently. As a result, they are bound to produce varying and inconsistent solutions which are likely to impact negatively on the enterprise survival, growth, development and competitiveness. In the same vein, Zamcu (2014) conducted a study in SMEs and the findings emphasized the concept of human resources strategy in order to systematically respond to talent management challenges in a “scientific” manner. It was established that the SMEs had embraced the concept of human resources strategy in their operations. The Talentship Model consists of three elements, namely, Impact, Effectiveness and Efficiency. These elements are based on the preposition that nearly all business decisions that depend on or affect employees within enterprises are best described or understood in terms of impact, effectiveness and efficiency.

Elements of Talentship: Impact

In this model of Talentship, the element of “Impact” is concerned with “how much will the strategic success of an enterprise increase by improving the quality or availability of a particular talent pool?” This underlying component was derived from market-oriented disciplines where it is always important to answer the question: How much will the enterprise’s profitability increase by improving the market share or enhancing the sales success of a particular customer segment? In the marketing discipline, customer segmentation determines, to a very large extent, how much enterprise strategic success would be attained by improving the sales of a particular customer segment. This analysis provides business information and thereafter, a decision to accord particular attention is arrived at.

On the premise of the component of impact, the concept of “talent segmentation” was evolved. Talent segmentation is a logical differentiation of the talent pool in an enterprise on the basis of its relative importance to strategic success. Talent segmentation enables the

enterprise to ascertain which particular talent pool would be the most productive target for development and retention, in order to accelerate survival, growth, development and competitiveness. The enterprise identifies the talented pool and a decision is taken to invest resources in its development in anticipation to attain high returns. Boudreau and Ramstad (2005) further argued that the talent segmentation approach calls for the enterprise to continuously focus on the effect of changes in talent value and not the average value. It was on the basis of this new dimension to the focus of talent and the fundamental aspect of the element of impact, that the term “Talent Pivotal Pool” was coined by Boudreau and Ramstad. Talent Pivotal Pool is taken to be the difference in competitive success that would be achieved by improving the quality of a particular talent pool in the enterprise. Consistently, impact can also be viewed as the differential among talent pool, based on the relative importance to strategic success of the enterprise. “Impact” is viewed as the heart of talentship model.

However, Chung and D’Annunizio (2018) study of talent management practices in small and medium sized enterprises, with specific reference to hospitality sector, affirmed that approaches which curved on segmentation of talented people to be nurtured to take up strategic positions had the potential to cause disharmony amongst the employees. This is because the approach tends to erode teamwork, which is deemed to be a critical factor for enterprise survival, growth, development and competitiveness. Specifically, it was advanced that the formal and exclusive approaches to talent management in the SMEs which curves the talent pool to those employees with high potential does not fit with the highly inclined egalitarian culture of teamwork in the SMEs and this is likely to undermine morale of the employees therein (Krishnan & Scellion, 2016; Heneman et al., 2000). Based on these findings, the SMEs are not keen to talent segmentation in the process of talent development initiatives. These findings in the context of SMEs are inconsistent with talent segmentation as detailed by the Talentship Model. This comparison raises fundamental questions for the study: Is talent segmentation practiced in the medium sized enterprise in Uganda? What factors influence talent development on the basis of segmentation in the context of medium sized enterprises in Uganda? Moving forward, in order to accomplish the study therefore, due consideration was accorded to the element of impact in talentship, with the purpose to validate talent management approaches employed in medium sized enterprises in Uganda.

Elements of Talentship: Effectiveness

The element of “Effectiveness” attempts to answer the question: How much do human resources programs and processes affect the capacity and action of employees in the talent pool? This rationale is borrowed from the marketing discipline where such a question is usually posed: How much do advertising or pricing program changes affect the behaviour of customer segments? This means that human resource programs undertaken in enterprises have to be structured, analysed, inclined and focused to have a positive impact on the talented pool, in order to intensify survival, growth, development and competitiveness. Zamcu (2014) revealed that the owners and managers were keen to training and developing talents of their employees in the specific aspects of the trade. At the same time, the employees also had their inclination in terms of career development. The bottom-line is that the SMEs endeavoured to evolve development of “segments” of employees with the view to sustain enterprise competitiveness. Given this rationale, the issue at hand is: To what extent are the medium sized enterprises in Uganda compliant with the foresaid human resources management rationale? This study attempts to answer this question, directly or indirectly. Furthermore, the study also endeavoured to establish the extent to which employee development programs and related initiatives adopted by the medium sized enterprises in Uganda are aligned to have a positive impact on competitiveness.

Elements of Talentship: Efficiency

According to Boudreau and Ramstad (2005), the element of Efficiency in Talentship Model is concerned with how much human resource program and process activity is obtained from the investment in terms of time and money. Globally, for enterprises to be competitive, management focus is always on efficiency. For example, enterprises do accord substantial consideration on the ratio of a particular category of human resource to the total workforce, the cost of hiring a particular category of staff, and employee training ratio, among other things. Based on this logical framework, the element of “Efficiency” emphasises that enterprises have to ascertain and take a record of human resources costs and benchmark its human resources management efficiency. Such benchmarks are likely to reveal where costs and time can be reduced and where the volume of human resource activity can be increased, without spending more. This element of the model conveys the rationale that competing through reducing expenses by hiring those people who would work for the enterprise most cheaply may be an oversight by overlooking the strategic opportunity that better qualified employees can produce in the pivotal roles.

Consistent with the above, Totoglu et al. (2016) affirmed that local enterprises in Turkey had come to a realisation, similar to multinational enterprise, that talent management is a critical ingredient in enterprise survival, growth, development and competitiveness. Consistently, efforts were being made to align the human resources to short and long-term strategic agenda. Therefore, the fundamental question is - To what extent have the medium sized enterprises in Uganda aligned themselves to prudent human resources management practices in order to attain efficiency?

Relevance of the Talentship Model to the Study

The model emphasises “decision science” as a new approach to talent management so that decisions made are arrived at in a professional manner with consistency. This approach is important to the study because it unfolded the improvement in human resources management in enterprises. Medium sized enterprises in Uganda cannot be excluded from such horizon in people management. A case in point is the element of Impact: How much will the enterprise performance be enhanced when a particular segment of the talent pool is increased either in terms quality or quantity? The elements of the model have a bearing on the dependent variables of the investigation as detailed in the conceptual framework. Given that the elements of the model informed the dependent variables, the researcher concluded that the talentship model was relevant to the study. This new paradigm (i.e., Talentship), based on Decision Science avails opportunities to enterprises to achieve and sustain competitive advantage, through their most valuable resource, the talented people. The analytical approach provided by the Talentship Model had relevancy to the study because it unfolded critical elements in terms of impact, effectiveness and efficiency, which are the driving forces for enterprise competitiveness. Thus, based on this analytical framework of Talentship, the model was considered relevant to the study and attempts were made to establish how talented people are managed in medium sized enterprises in Uganda.

Gaps in the Talentship Model

The element of impact is relevant to enterprises in terms of competitiveness. However, the identified gaps in literature are that: what factors tend to drive or influence enterprises in the direction of developing cohorts of talents? Secondly, what factors tend to influence the overall development of cohorts of talents in enterprises, more so in medium sized enterprises in emerging economies like Uganda? Answers to such questions are not provided for by the

talentship model. These were the identified gaps in literature and this study endeavoured to provide the answers with the view to bridge the identified gaps in management literature. The second element of the talentship model, effectiveness, tends to address the issue: How much does the human resources programs [development] and processes [systems] affect the capacity and actions of employees in the talent pool? However, the gap in literature is that the element of effectiveness does not address or unfold the fundamental factors which need to be considered in order to determine/ influence the development of cohorts in enterprises; that is, cohorts of talents are not developed in isolation but rather in a dynamic business situation with different factors at play. Secondly, the talentship model does not address the application of the second element, effectiveness, to medium sized enterprises operating in resource constrained economies. The last element of the talentship model, efficiency, centres on how much human resources program and process activity is obtained from investment in terms of resources, time inclusive? Although the focus of the element of efficiency is a prudent one, the gap in literature is that there is no mentioning of the influencing factors which are responsible for the existence of human resources development programs; that is, what are the likely factors influencing talent development investment in enterprises, more so the medium sized enterprises in developing economies? What factors tend to determine or influence the decisions with respect to talent development in enterprise operations? Can talent development be viewed as a stand-alone element in enterprise management or there are likely to be factors which tend to influence it in a particular direction? These are the missing links in the talentship model and the study endeavoured to throw some light in this direction with the view to bridge the identified gaps in management literature.

Built-to-Change Theory

On the onset, the Lawler III and Worley (2012) built-to-change theory recognises that a number of enterprises are designed on the basis of traditional organizational features or elements. These traditional elements tend to discourage or impede change. The model emphasises that there is an urgent need on the part of enterprises, which do not embrace change, to transform themselves into enterprises that are built-to-change. There is need for those enterprises not built to change, to rethink a number of design assumptions, namely, managing talent, reward systems, organization structure, information and decision systems, and leadership in order to prolong survival, growth, development and competitiveness. These design assumptions constitute the elements or components of the built- to-change theory.

Managing Talent

Managing the talent arm of the model recognises the weaknesses and rigidity of the current job descriptions used in enterprises. These job descriptions tell the employees what their jobs are. This arm of the model advances that instead of telling an employee what to do, the emphasis should be on encouraging people to establish what need to be done in the enterprise in order to sustain survival, growth, development and competitiveness. In lieu of these job descriptions, enterprises ought to adopt frequent goal settings reviews and to ascertain what tasks the individuals and teams are expected to accomplish in the short and long run. In the process, there is an urgent need on the part of the enterprises to implement a company- wide performance management system with the view to sustain change processes.

Related to job descriptions and the need to establish what has to be done in enterprises, the managing talent arm of the built-to-change theory introduces new recruitment aspects in the equation. It advocates that enterprises should endeavour to engage only those individuals who are likely to change and are fast learners. In addition, enterprises also need to have in place employment contracts that spell out fundamental aspects of change management. The employment contracts should encompass clauses which reflect that change is an integral part of employment and active involvement in the change processes is a condition for long term engagement. Overall, this is a paradigm shift from the way people are generally recruited in enterprises.

Consistent with the above narrative, managing talent arm, Zamcu (2014) established that in the horizon of performance management and evaluation, talent people in the SMEs in Romania were appraised. The annual appraisal exercises centred on attaining specified targets, time management and financial related aspects. In this regard, it could be argued that the studied SMEs in Suceave County, Romania were built on the premises of managing talent, an arm of the built-to-change theory. From another preceptive, Taloglu et al. (2016) revealed that human resources management issues were poor handled in the local enterprises in Turkey. For instance, human resources management was characterized by late payment of salaries to employees, job discrimination was the order of the day, work systems were built on job descriptions and longevity in service determined career progression and development. In relation to recruitments, Kaliannan et al. (2014) revealed that SMEs in Malaysia had adopted numerous approaches to recruitment of talented people. For example, walk-ins,

employee referrals, and through internship programs. All these approaches were applied to assist enterprises to identify talents that fitted between people-organisation-jobs. This finding unfolded that SMEs were keen at talent identification with the view to sustain competitiveness.

These studies do depict human resources management issues were structured and managed in the SMEs. It clearly shows that some enterprises are framed on the basis of the built-to-change theory and others are traditionally designed as was the case with the local enterprises in Turkey. These structural dimensions in the SMEs drove the researcher to pose a number of questions: To what extent are medium sized enterprises in Uganda compliant with this new paradigm in recruitment [talent identification] and employment contract clauses as a strategy to sustain survival, growth, development and competitiveness? Are the majority of the medium sized enterprises in Uganda designed on traditional approaches or framed on the built to change theory? The study shall attempt to provide the answers.

The managing talent arm of the model also stresses that the bottom-line of the relationship between the enterprise and the employee needs to be structured on a specific understanding that as long as the individual [employee] has the required skills and knowledge, then, he or she will stay. The managing talent arm of the model further emphasises that individual employees need to be made aware of this conditionality. This awareness enables them to make an informed decision before joining the enterprise. Managing the talent arm of the model also distinguishes that once people have been engaged, training is ignited, and the focal point is on skills and knowledge, which is relevant to support continuous change and other organizational capabilities, with the view to manage and sustain the enterprise survival, growth, development and competitiveness. In addition, this arm of the model emphasises that training programs need to target competencies that enable the enterprise to add value, both in the short and long term (Lawler III & Worley, 2012). The question is: To what extent are medium sized enterprises in Uganda compliant with the managing talent arm of the built-to-change theory? The study will try directly or indirectly to provide the answer.

Reward Systems

The reward arm of the built-to-change theory states that the pay and related rewards based on seniority propel the enterprise nowhere in terms of survival, growth, development and competitiveness. This is because reward systems based on seniority are for survival strategy

only and they do not enhance enterprise competitiveness. This arm of the model also emphasises that built-to-change enterprises engage various reward schemes or regimes, such as bonuses, stock options, person-based pay and performance related pay, among others, as a strategy to retain talented employees in order to sustain competitiveness. This reward arm of the model has significant inclinations to bonus systems in the enterprises. It precisely advocates that enterprises need to have in place bonus systems in order to reward its best people. Bonuses are emphasised because they are deemed to have a bearing on employee retention. Bonuses are considered to be an effective motivator during periods of change and more so, they are said to establish a clear link between results and reward. The reward aspect of the model also advocates for broad-based stock ownership in the enterprise. This is based on the philosophy that stock ownership provides a better platform on which the enterprise advances the advantages of change management rather than a stock program that includes only a few people, normally, the executives. In addition, the built-to-change model identifies the need for enterprises to shift the platform of pay from position, job and seniority to the individuals in terms of what has been delivered or what can be delivered for the enterprise. This approach calls for change in the reward systems of enterprises, from paying the person as opposed to paying the job accomplished. It is further advocated that this change is likely to form the basis of retaining the right calibre of employees in order to sustain enterprise survival, growth, development and competitiveness. This is because the approach sends a strong signal to employees of what calibre is required in the enterprise for sustaining survival, growth, development and competitiveness.

In relation to reward, Lawler III and Worley (2012) stressed that in order for enterprises to implement a person-based pay system, they should have a clear model to determine the competencies required to meet current customers and environmental demands. The model should also be in position to ascertain the portion and the kind of skills and knowledge that employees will need in the future. The reward systems of the built-to-change model portray the relationship between pay and talent management. Therefore, for enterprises to retain talented people in order to sustain competitiveness, the reward systems need to be well managed and aligned to the contribution a person makes to the enterprise. To the contrary, Chung & D'nnunzio-Green (2018) affirmed that employees in the SMEs in the hospitality sector were underpaid and experienced unsocial working hours. This resulted into high labour turnover. Consistently, it could be argued that the SMEs are bound to fall in the trap of low retention of talented people on the basis of the pay. Based on this analysis of reward systems, the study was also designed to establish whether or not the pay systems adopted in medium sized enterprises

in Uganda are inclined to the contribution made by talented people with the view of sustaining survival, growth, development and competitiveness. In specific terms, the study was also designed to answer the question – What factors influences rewards in the medium sized enterprises in Uganda?

Organizational Structure

This component of the built-to-change theory asserts that enterprises have to monitor, on a continuous basis, market dynamics and environmental related demands in order to define and re-define the sequences of short-term competitive advantages. For the enterprise to achieve and sustain competitive advantage, the organizational structure component of the built-to-change theory holds that employees have to observe and report on market trends. Specifically, they have to identify those aspects which are likely to propel competitive advantages. Besides, employees need to logically think about potential alternatives for tomorrow and create a variety of short and long-term situations. The underlying principle of these actions is to maximize the “surface area” of the enterprise by connecting as many employees as possible with the environment. This analysis means that enterprises have to be structured in a market-oriented manner and employees have a monitoring role to play in order to sustain competitiveness. Therefore, the approach raises the following questions in relation to the study: Do medium size enterprises in Uganda accord opportunities to their employees to monitor and observe market trends in order to keep themselves abreast with market drifts? To what degrees are employees of medium sized enterprises in Uganda allowed to engage or participate in developing alternative business strategies for enterprise competitiveness? This study made an effort to directly or indirectly answer the said questions because of their relevance to the way talented people are engaged, utilised and managed in medium sized enterprises in Uganda.

Information Decision Systems

Fundamentally, the information decision systems arm of the model as developed by Lawler III and Worley (2012) discourages the use of annual budgets because of inherent weaknesses arising from inflexibility. It is opted that built-to change enterprises need to deploy profit centres and activities based on costing. Enterprises need to emphasise, where evident, that the profit and loss accounting should govern each strategic business unit therein. The information decision system arm of the built-to-change theory further holds that there is a need for

information to be shared transparently and continuously amongst the employees in the enterprise. Business information needs to be continuously updated in order to reflect the present state of the enterprise's capabilities and to provide a clear view on performance, relative to its competitors and the current business strategy. Finally, performance-based systems are considered as an effective tool to motivate and empower employees in the built-to-change enterprises. This is because they facilitate moving decision making to wherever decisions can be made and implemented easily.

The researcher concluded that the theoretical framework of information decision systems arm of the model provided relevant aspects of talent management. These aspects were deemed important to this study of talent management in medium sized enterprises in Uganda. This deduction was primarily based on the assertion that information sharing is the basis of evolving appropriate strategies for enterprise growth, development and competitiveness. More importantly, there is a positive correlation between information sharing and empowerment of employees in enterprises. In the final analysis, the empowered employees have a positive impact of the overall talent development agenda, productivity, utilisation and enterprise competitiveness.

Leadership in the Built-to-change Theory

Lawler III and Worley (2012) professed that executives [top managers] in the built-to-change enterprises have the responsibility to share leadership. This is because sharing leadership has a number of advantages which have a direct bearing on enterprise survival, growth, development and competitiveness. For example, sharing leadership effectively substitutes for hierarchy by spreading knowledge and power across many people, throughout the enterprise. This approach allows the enterprise to process and respond to business needs faster. By sharing information, the enterprise is able to build a profound cadre of talented leaders. Sharing leadership is a talent development mechanism necessary for enterprise growth and development. The involvement of every person in strategic planning and value creation activities enables the enterprise to develop leadership and management skills among a broad spectrum or audience. This implies that the enterprise will have future leaders developed from within and this is cost effective, compared to hiring people from outside. It is this talent development approach which forms the basis for sustaining enterprise competitiveness in the short and long run.

In order to develop spared leadership capabilities, enterprises have to design and rollout leadership development programs that involve “all” the employees. For these leadership development programs to be successful, Lawler III and Worley (2012) argued that there is a need to cultivate the concept of shared information and business results with managers at all levels. In return, feedback from the employees enables the development and evolvement of the business strategy. Based on the leadership aspect of this model and coupled with the adopted definition of talent management stated herein, it is not an over estimation to advance that business leadership forms the basis for enterprise survival, growth, development and competitiveness. This explains why it is always critical for the enterprise to build leadership capacity amongst its talented people. It is business leadership which propels the enterprise. In relation to SMEs, Onyango (2015) established that there is a statistically significant and positive relationship between transformation leadership and talent management in the small and medium sized enterprises in Migori, Kenya. This finding is consistent with the built-to-change theory narrative on the importance of leadership to enterprise development. Consistently, this forced the researcher to raise questions - To what extent have the medium sized enterprises in Uganda developed and rollout leadership training initiatives? Are medium sized enterprises inclined to build or enhance leadership capabilities or competencies and potential of the talented employees? Is there a positive relationship between leadership style adopted and talent management in the medium sized enterprises in Uganda?

Relevance of the Built-to-change Theory to the Study

The theory emphasises that enterprises need to shift from traditional approaches in management and embrace change in the way operations are managed, more so, in the field of talent management, leadership and reward systems. These inclinations of the model are an integral part of the dependent variables of the study. Therefore, the built-to-change theory was relevant to the study because it addressed the critical factors of the dependent variables of the conceptual framework and this to a larger extent explained its adaptation. The built-to-change theory stresses managing talents. This is linked to the utilisation of talents in enterprises. This outlook is part and parcel of the conceptual framework of the study. The theory also addresses rewards systems and it discards the continuous rewarding of people in enterprises on the basis of seniority. This approach calls for the applications of bonuses, stock options and performance related pay in enterprises with the view to sustain competitiveness and to retain talents. Therefore, the researcher deemed the theory to be relevant to the study

because it calls for structural changes in the reward systems in order to propel enterprises forward. In conclusion therefore, the built-to-change theory is relevant to the study because it provides a theoretical framework to assess how talented people are managed, rewarded, utilised, and developed and the extent to which business information is shared in the medium sized enterprises in Uganda. The theory also offers pertinent approaches in relation to performance management systems, recruitment and does unfolds the importance of continuous appreciation of change in enterprise management. All these aspects are pertinent to medium sized enterprises in Uganda and therefore, to the study.

Gaps in Built-to-Change Theory

The built-to-change theory emphasises the need for enterprises to transform themselves from traditional structures and systems to the built-to-change framework. The theory was framed on five aspects, namely, managing talent, reward systems, organizational structures, information decision systems and leadership. The managing talent aspect of the built-to-change theory emphasises that enterprises have to engage [identify] only those people who are inclined to continuous embrace change and are fast learners [trainable]. The theory further stresses that after the engagement of these people, the enterprise has to implement training programs [talent development initiatives] which are centred to skills and knowledge relevant to supporting a continuous change and organizational development. This approach to enterprise development is relevant given the competitiveness business environment as a result of globalisation. However, the gap in management literature is that the theory does not spell out the factors which are necessary and sufficient in the enterprises for the attainment of the said engagement and talent development. The fundamental question is: What factors are likely to influence or to determine the direction of talent development in enterprises? Are these factors the same in relation to medium sized enterprises operating in resource constrained economies like Uganda? The theory does not provide such answers, and this justifies that there are gaps in management literature. It was anticipated that this study would endeavour to bridge the identified management literature gaps. The reward systems aspect of the built- to-change theory stresses that enterprises have to abandon pay systems based on structures and embrace reward schemes like bonuses, stock options, performance related pay and therefore, shift pay from positions to individuals in order to embrace change in enterprise development. The reward aspect of the theory also emphasises the need for enterprises to develop prudent models capable of assisting in competence identification [talent identification]. The literature gap in the reward systems of the built-to-change theory is that there is no mention of the managerial

variables which are likely to influence or tend to determine the direction of reward systems in enterprises. In enterprise management, it is highly likely that there are issues or factors which tend to influence the direction and the performance of enterprises in a particular direction. For example, “is it the leadership style of the enterprises which influences reward management or is it the overall performance of the enterprise which is responsible for a particular direction?” The built-to-change theory is silent on such issues and this signifies the gaps in management literature. The last aspect of the built-to-change theory emphasises the need to develop business leaders. In this regard, the top management needs to share leadership roles as a strategy of developing business leaders. It is logical to advance that the built-to-change theory is in line with leadership development. However, the gap in management literature is that the theory does not provide for the determining factors of leadership talent development in enterprises, more so in the medium sized enterprises. That is to say, “what factors tend to influence the direction, action and the velocity of leadership talent development initiatives in enterprises?” The model does not spell out what factors are necessary and sufficient to be at play in enterprises in order to attain higher talent development.

3.6.4. Talent Value Management Model

Globally, enterprises are faced with shortages of talented people, resulting into the hard to fill positions. The talent shortage is mainly attributed to the population structure of countries, aging population, unaligned education systems and massive privatisation of economies as a result of globalisation. On the basis of this unpredictable business environment, it is of value for enterprises to manage valuable talents strategically in order to sustain competitiveness. This management rationale formed the basis of the Talent Value Management Model, developed by Joerres and Turcq (2007).

The talent value management model endeavours to answer the business question: What does it entail for enterprises to manage talents in a strategic way with the view to sustain competitiveness? The model emphasises that the majority of enterprises hold the perception that people are the most valuable asset or resources in the business. However, a number of them find it extremely challenging to answer significant questions which are considered to be pertinent to the whole process of human resource management. For example, “how many industrial engineers or managers are fully aware of those employees who greatly contribute to

the enterprise success?” Are those employees who greatly add or contribute to enterprise success valued according to the business strategy or the enterprise just follows what is in the labour market space? Are enterprises able to single out or identify talents which are most critical to attainment of strategic business objectives? Are enterprises in position to analyse and ascertain what investments have to be made in terms of talent development? When and where? The researcher’s pertinent conclusion was that answers to such questions have a bearing or do depict how an enterprise is aligned to talent management. This is because they are linked with talent development initiatives and strategic objectives. Consistently, Chung and D’Annunzio-Green (2018) established that the owners-managers held the perception that employees who soundlessly perform over a long period of time tend to have a greater positive impact on enterprise performance than those employees who do shine in the short run of their engagement with the enterprise. This appreciation implied that the SMEs were inclined to the talent value management model in their operations. The fundamental question to be answered is – Are the medium sized enterprises in Uganda inclined to the talent value management model? The study is likely to provide the answers.

The talent value management model emphasises that most enterprises are not in position to answer the foresaid questions although they still maintain that people are the most valuable resource in their business processes. Overall, the model stresses that a significant number of enterprises are unable to ascertain or monitor employee contributions toward their success in terms of their differences and strategic value. It is further stated that the strategic value of talented people is not well dealt with in terms of resource mix. The model also reveals that the failure of enterprises to ascertain the strategic value of talented people is mainly attributed to the way enterprises are structured. It is echoed that the majority of the enterprises in the business sector are structured in a traditional way, on the premise of what is being done [functionally] or business components in vertical silos. The talent value management model concludes that rarely are enterprises structured horizontally, on the basis of how critical the roles are therein.

The talent value management model also illustrates that even in cases where enterprises do take into account what employees contribute towards business success, there is a very high propensity that this consideration is usually limited towards discussions about employee performance. No significant business consideration is accorded to employees’ qualities that are responsible for the delivery of enterprise high performance; that is, there is no evidence that enterprises walk the talk. Therefore, in this era of talent shortages, the model advances

that enterprises need to rethink and align their people management in order to secure the highest value of talented people engaged therein. The model reverberates that enterprises have a duty to retain talented people, nurture them in order to attain the prerequisite skills and enhance their working experience with the view to maximize business opportunities and competitiveness.

Optimizing Talents under Talent Value Management Model

The talent value management model asserts that the objectives of optimising talents are mainly twofold. First and foremost, to guarantee that the right calibre of people is engaged, placed and utilised at all times in the enterprise's operations. Secondly, to ensure that talents yield the highest cost savings like what the manufacturing enterprises are enjoying with the introduction and application of the supply chain management system. This implies that medium sized enterprises in Uganda, which are the focus of this study, have a duty to ensure that talented people are employed, retained and they do make continuous and remarkable saving in all undertakings in order to maximise profitability, survival, growth, development and competitiveness. The question is: To what extent are medium sized enterprises in Uganda compliant with optimising talents as embedded in the talent value management model? Secondly, what factors influences the dynamics of talent management in the mediums sized enterprises? The study endeavoured to provide the answer.

Philosophy of the Talent Value Management Model

The talent value management model advances that the inner operations or business undertakings of enterprises are similar to a Broadway Show. This is because success is a variable dependent on timing and individual execution of assigned roles correctly. Consistent with the philosophical premise of a Broadway show, the model reveals that the strategic approach to attain the value of talented people in enterprises calls for the implementation of four variables which constitute the talent value management model. These four variables are, namely, the precise definition of roles to be performed at the macro level, segmentation of roles that have to be performed, managing the practical value chain that assisted in determining the placement of talents, that is to say, who will perform what roles in the enterprise? The last variable is, clustering the commonalities and specificities among the talent categories so that the segmentation yields a greater teamwork in the enterprise. The said four variables are reviewed hereunder.

i. Defining Roles

The model defines role(s) as series of tasks to be performed in the enterprise. It emphasises that roles are separated from the persons who perform them. The model points out that, from a business viewpoint, an enterprise is expected to perform various tasks, for which varying skills are a prerequisite. It is important to recognise that some of the tasks are documented and others are dependent on the way the employees relate to each other. Therefore, in order to achieve the enterprise strategic objectives, there is a need to comprehensively define, redefine and set or establish all the dimensions of the tasks to be performed. The requirements in terms of skills and talents needed to perform the tasks in accordance with the expectations or strategic objectives of the enterprise have to be clearly spelt out and documented. In this regard, for the enterprise to attain the outcome of this approach there is a need to formulate a dynamic taxonomy of roles that are consistent throughout the enterprise in terms of strategic business units; that is to say, enterprises need to adopt a strategic business unit approach in the process of conducting business.

ii. Segmentation of Roles

The talent value management model states that after all the roles to be performed in the enterprise have been defined and documented, the next function is for management to ascertain how important or critical each role is towards the creation of customer satisfaction, sustaining competitiveness and value creation for the shareholders. As a result, the management team of the enterprise will be in position to classify the roles based on their critical importance. It is a known fact that the roles to be performed in enterprises do require varying skills, knowledge and working experience. This is represented by the horizontal axle, the increase cost impact [skill mix required to fulfil the roles and cost to the enterprise in terms of sustaining and developing skills]. At times, the horizontal axle also represents compensation costs incurred. Based on this analysis, the model reveals that roles are fundamentally classified into four distinct segments, namely:

a. Creator

In this segment of the talent value management model, employees who are very critical in creating value for the enterprise are placed. Basically, these are the employees who are deemed to be very important in the design, rollout and implementation of business strategic goals for

the enterprise. This segment of the model reveals that these employees do possess rare skills which are critical for the enterprise success. By and large, these skills tend to take a long period to be acquired and are also problematic to attract and retain. In essence, this is a management challenge to enterprises, irrespective of their sizes (i.e., to manage this category of talents). Hence, the study endeavoured to ascertain the extent to which medium sized enterprises are aware of the creators and what dynamic retention mechanisms are put in place for them with the view to sustain competitiveness?

b. Ambassadors

The second segment of the model evolves a classification of employees known as the Ambassador. The Ambassadors are also deemed to be critical to the operations of the enterprise. It is advanced that the ambassadors are usually positioned at the frontline of the operations of the enterprise, and greatly interface with the customers. The Ambassadors are known to tell the enterprise to the customers. They play a significant public relations and marketing role, directly or indirectly. The model stresses that the ambassadors are not hard to replace but in cases where they fail to execute their roles, the enterprise experiences a knock. Hence, the overall performance of the enterprise will be affected in the downward trend. This implies that although the Ambassadors can easily be replaced, this does not give a leeway to enterprises not to accord them due respect and recognition. The question is: To what extent are medium sized enterprises in Uganda aware of this classification? The study strove to, directly or indirect, answer the foresaid question in relation to talent management in medium sized enterprises in Uganda.

c. Craft Masters

Craft Masters are employees with skills, attitude and work behaviours which are very critical for the execution of the enterprises' short and long-term business strategies. They are known for the creation and sustaining the business brand. These employees (i.e., the craft masters) are, for example, the engineers responsible for designing or auditors in the enterprises. Based on this illustration, the craft masters do have the mastery of the production processes and the internal business processes of the enterprise. This implies that enterprises have a continuous business responsibility to ensure that people of the right quality hold those positions and employee development is an integral part of the whole engagement. In this respect therefore, the study was designed to throw some light on how craft masters are engaged, utilised,

developed, rewarded in the medium sized enterprises in Uganda.

d. Drivers

The talent value management model states that Drivers are usually those employees who enable the enterprise to function appropriately and sustainably. For example, these are the people who usually operate machines in a manufacturing setting and the distributors of the goods produced by the manufacturing enterprise, to mention but a few. The truth of the matter is that without these people (i.e., the Drivers), enterprises do not function well. The model illustrates that these categories of people are easily replaceable. However, when bad management surfaces in the enterprise, the Drivers are the hard hit and the operations of the enterprise are affected, leading to, in most cases, compromised quality of output and overall poor performance. In turn, this scenario does affect the enterprise survival, growth, development and competitiveness. The model further advances that, in the majority of enterprises, this category of employees, the Drivers, constitute the bulk of the human resources engaged. This is also where the majority of people employed on temporary terms are found. Given the importance of the positions held by the Drivers, it is imperative that the enterprise keeps an eye on them in terms of engagement, utilisation, development, reward and retention for purposes of continuity and attainment of strategic objectives. In this regard therefore, the study strove to establish the extent to which medium sized enterprises in Uganda manage this category of employees from the perceptive of talent management.

3.6.5. Managing the Casting for each Segment

Joerres and Turcq (2007) revealed that enterprises have to sustain the four segments of talent value management model. This can best be achieved by taking into account the aspects of talent demand, talent supply and optimisation of talent demand and supply in order to have the right people in the right job at the right time. This segmentation of employees is based on value enhancement and is thought to have a number of advantages. The model emphasises that some of the advantages are: it enables people management to be aligned to a unified system linked to planned business strategies and there is a departure from silos, which leads to consistency in terms of human resources functions such as recruiting, training and rewarding. Investment in employee development is best implemented by giving due consideration to talent value; and planned and systematic sourcing of talents is attained, which has a bearing on enterprise flexibility in internal business processes. The model further

advances that in order to attain the said advantages, enterprises have to evolve two structured principles, namely, adaptation of sequence of processes pertaining to talent management, and devotion and consistency with job taxonomy.

Overall, the fundamental talent management processes are similar for all the four segments, namely, encompassing sourcing, development and training, reward management, and retention and separation. It is important to appreciate that each division is different in how they contribute to the enterprise success. In the process, two implications do unfold, namely, the tools and/or approaches used in each segment are different in varying ways. For example, some may require the need to hire and the moment the right people are placed in the right roles, they will be guided and focused to the defined roles. Secondly, where employees from different segments are working together, the practice is, they will need to be managed differently (Joerres & Turcq, 2007). The talent value management model also recognises that rules and work procedures in enterprises may act as a roadblock to the segments in terms of individual roles. Overall, the segment of employees based on value enhancement will enable people management to be aligned to a unified system linked to planned strategies, departs from silos will lead to consistency in terms of human resources functions such as recruiting, training and rewarding and investment in employee development will be best implemented by giving due consideration to talent value.

Segment Commonalities and Specificities - Talent Value Management Model

Joerres and Turcq (2007) stressed that the four segments do not imply having in place four departments responsible for talent management. This means that the enterprise is not separated in divisions. However, those variables which are common to all are managed uniformly, for example, the vision, mission, rules and procedures. Those identified elements which are different for each segment are handled separately. These are for example, hiring, training, capacity building, career planning and development, to mentioned but a few. This implies that investment in talent development is focused on what drives the enterprise to success and competitiveness. This approach is likely to have a positive impact on employee engagement and overall performance of the enterprise. This is mainly attributed to the fact that engaged employees tend to have a common attitude, belief and focus toward work. Overall, the employees do have high input to the enterprise, leading to customer satisfaction and enterprise success. The role of management therefore is to increase employee engagement by recognising what drives the employees in each segment. For example, some employees may

be driven and motivated by pay, others by leadership and others by team work and innovations. This means that the enterprise has to conduct surveys in order to ascertain what kick starts the engagement in each segment to attain strategic business objectives.

The talent value management model avails a new deliberate approach for managing talents from a value perceptive. The categorisation of employees in four segments is based on talent valuation. This is done by taking into account knowledge, skills, working experience rather than the way the enterprise is structured in terms of divisions or departments. This approach is a new dimension in how people need to be managed in enterprises, irrespective of their number. In addition, no consideration is accorded to human resources known parameters like age, education, and longevity in service and employee salary grade in the model. The talent value management model enables enterprises to refocus on the context of skills set necessary for each job and this greatly influences the way positions are filled. It is argued that by focusing on skills, the enterprise may be able to fill vacant positions by analysing the employee databases and secure employees who possess the skills for the job. This can result, for example, into a person being employed in the position of Information Technology to be tapped as a Project Manager in the Planning Department of the enterprise (Joerres & Turcq, 2007).

Relevance of the Talent Value Management Model to the Study

First and foremost, the talent value management model recognises that there are talent shortages and there are also hard to fill positions in enterprises. This recognition is in line with the research problem of this study and subsequent research questions. Basing on this alignment, the researcher concluded that the model was relevant to the study. The model provides classification of employees in enterprises, namely, creators, ambassadors, craft masters and drivers and it emphasises the need to uphold each cluster in order to sustain competitiveness. This implies that each and every person in the enterprise has a role to play and need to be valued in relation to the contributions made towards enterprise success and competitiveness. Consistently, there is need to analyse talent demand, talent supply and utilisation in order to staff the enterprise in a logical manner with the view to sustain competitiveness. Furthermore, the talent value management model stresses sourcing, training and development, reward management, retention and separation, and varying from segment to segment. These stressed variables are part of the dependent variables of the conceptual

framework, as detailed herein under. Thus, it is because of these relationships, that the model was adopted on the basis of relevance.

Furthermore, the model was adopted for the study because it provided relevant and prudent approaches to employee segmentation and how training and development should be approached in enterprises in order to manage talented people. On the onset, the model recognises that developing employees is an expensive venture and it endeavours to avail new approaches which are critical to the study. The talent value management model also stresses the dangers of departmentalisation in enterprises, more so, working in silos and unveils the benefits of a paradigm shift. This new mode of working is beneficial to enterprises because it endeavours to yield high performance which in turn has a positive impact on competitiveness. The talent value management model was further deemed relevant for the study because it provided new dimensions to how strategic decisions pertaining to employee development and retention can be best achieved in enterprises. The model also provided a new outlook to talent management in enterprises which the researcher viewed to be applicable to medium sized enterprises in Uganda. All this made the model relevant to the study under consideration.

Gaps in Talent Value Management Model

The model provides management literature on how best to manage talented people with the view to attain strategic objectives. In this regard, the model adopted classification of employees. Although the talent value management model is relevant to the study, there were gaps in literature. A case in point, the model did not avail those factors or variables in enterprises which are likely to influence the direction of developing talents in order to ascend to the hard to fill positions in the foreseeable future. For example, “does talent identification influence talent development for the hard to fill positions?” This was not known? Does the leadership style adopted in the enterprise have any bearing on developing talents for the hard to fill positions? This also was also not known. Therefore, answers to such questions revealed gaps in management literature in relation to the talent value management model. As a result, this study endeavoured to bridge the identified gaps in management literature on the factors which tend to influence the direction of hard to fill talent development initiatives in the medium sized enterprises in Uganda.

3.6.6. Talent Development Approaches for Enterprises

Newbold (2010) stressed that the need to develop employees emanates from the rationale that the more the enterprise devotes time and financial resources to manage its employees, the more it will have the right calibre of people to manage internal business processes. This approach has a very high propensity to positively impact on the enterprise survival, growth, development and competitiveness. Ultimately, it goes without saying that the financial position of the enterprise will significantly improve. This assertion reinforces the argument that human resources play a crucial role in sustaining enterprises in a business environment, more so, in situations where there is a high degree of uncertainty resulting from competition for resources. Newbold (2010) illustrated that there are no standard talent development models to be prototyped by enterprises in their endeavour to develop talents with the view to sustain the enterprise survival, growth, development and competitiveness. Based on this assertion, there exists no correct or wrong approach to talent development. The most important factor or element to be considered by enterprises is to attain the ultimate goals of talent development initiatives. This implies that enterprises are more obliged to develop an agenda for talent development and strives to answer the question: Why invest in talent development programs? Scholars have evolved numerous talent development approaches to be followed by enterprises in order to develop their employees with the view to attain business strategic objectives. In this regard, a number of approaches to talent development were analysed in this subsection of the thesis in anticipation to evaluate how medium sized enterprises in Uganda have embarked on this fundamental aspect people management. These approaches were basically selected because of their simplicity and adoptability to various categories of enterprises. The researcher felt that the approaches under review suited the medium sized enterprises in Uganda and the whole topic under investigation.

iii. The Learning Curve (TLC)

One of the approaches to talent development analysed in this section of the thesis is known as The Learning Curve (TLC) as championed by Newbold (2010). Specifically, the TLC is based on four aspects, namely, Assess, Implement, Measure and Embed. It is emphasised that enterprises have to follow these four aspects in the process of developing talents.

a. Assessing Phase

In the sphere of assessing, the enterprise has to develop a comprehensive and realistic

development program for its employees. It is emphasised that critical people consideration needs to be accorded the attention in relation to the business strategy, core values and work culture. At the same time, in the process of conducting the assessment, the enterprise has to carry out an in-depth analysis of short and long-term objectives in order to establish the level of readiness to talent development. The assessments need to be conducted with stakeholders, with the objective to establish the degree of commitment. This raises the question: What roles and responsibilities are shouldered by managers and supervisors in the talent development agenda of medium sized enterprises in Uganda? The TLC approach to talent development stresses that where it is established that the degree of commitment is low, the most practical recommended approach is leadership and management training program. TLC further emphasises that efforts need to be accorded to the three Cs, namely, capacity, capability and culture of the enterprise. This is because the three Cs have a bearing or impact on employee development.

Newbold (2010) further argued that with regards to capability of the enterprise, the fundamental questions to be answered are: Does the management team members of the enterprise have a clear understanding of their roles in order to successfully implement talent development initiatives? Will the management team of the enterprise spare time, on continuous basis, for talent development programs? Furthermore, in relation to capability, the key question is: What detractors are likely to affect the implementation of talent development programs in the enterprise? In the same vein, the enterprise has to answer the question: What institutional changes are necessary to be implemented in the enterprise in order to attain talent development initiatives? Lastly, there is need on the part of the enterprise to ascertain how talent development programs should be incorporated in the bigger business spectrum of the enterprise.

In the domain of culture, it is emphasised that enterprises have to answer these important questions: Are the managers of the enterprise ready for talent development initiatives? Is there a culture of do-not-rock the boat in the enterprise? How much accountability and engagement do the managers in the enterprise want to accept in the talent development ingenuities? Newbold (2010) advanced that answers to such questions do provide the enterprise with a fair assessment in the direction of talent development. TLC recognises that the implementation of talent development initiatives in enterprises evolves on a number of steps which need to be followed in order to be successful. This implies that enterprises have a

duty to keep an eye on the implementation phase because it is deemed most critical in the whole process. In order to unfold the dynamics of implementation with the view to cause a clear understanding of the whole implementation process, Newbold (2010) opted for the case study of Swiss Re and Southern Railway to illustrate the point. The steps taken by these two enterprises in the field of talent development are considered substantially relevant during the implementation phase and enterprises are urged to observe and follow them in order to attain success in their talent development programs.

Based on the case study of Swiss Re and Southern Railway, TLC emphasises that the implementation phase of talent development initiatives calls for, on the part of enterprise, identifying a management style which is more likely to be continuously supportive and championing a high-performance culture therein. It is held that the management style to be adopted needs to be mindful of the business strategy of the enterprise. This implies that there is a relationship between the management style(s) [leadership style] adopted in the enterprise and the implementation of the talent development programs. The finding is that leadership style adopted in enterprises influences talent development. Consistently, leadership style influences the spectrum of talent management in the enterprise. The fundamental question to be answered by this study is: Is the leadership style adopted by the medium sized enterprises in Uganda consistent with the said case study? In order to have a meaningful implementation of the talent development initiative, TLC approach recommends that line managers should have an in-depth understanding of the strength and weakness of the human resources in the enterprise. By so doing, this will enable them to evolve and structure out development plans to address the identified weaknesses. Having a clear understanding of the strength and weakness of the people they supervise enables the line managers to attain their best, by agreeing on the performance standards of the enterprise. This is beneficial to the enterprise because of the ability to maximize the potential of its people. In specific terms, this approach to talent management is dependent on the roles and responsibilities undertaken by the line managers and supervisors in the agenda. Therefore, this study shall endeavour to establish whether or not the line managers and supervisors in the medium sized enterprises in Uganda are at the forefront of talent management initiatives. In addition, enterprises have a duty to identify and implement relevant development support mechanisms with the objective to enhance synergy amongst the departments therein. There is also a need to ensure that long term commitment and aspiration to talent development are adhered to and there is demonstrated evidence. Consistent with this management literature,

Kaewsaeng-On (2016) established that CEO/general managers, line managers, and human resources professionals play a pivot role in talent development initiatives for employees in enterprises operating in the Thai hospitality sector. It was evident that line managers are critical players in talent development initiatives and talent management agenda of enterprise. This finding raises a question in regard to this study - Do line managers influence talent development aspects in the medium sized enterprises in Uganda? The study shall endeavour to provide the answers.

b. Implementation Phase

Newbold (2010) further argued that the implementation phase requires that concerted effort is made to analyse the communication style in the enterprise. It is important that the communication style is aligned to the objectives of talent development programs. This approach is attributed to the fact that communication does constitute a vital component of teaching and learning, and it also plays significant roles in managing of change in enterprises.

c. Measure Phase

The third phase of the TLC is known as Measure. This phase unfolds that it is important during the design stage of talent development initiative to formulate, spell out and document key performance indicators for each position in the enterprise. This process enables the enterprise to evaluate the level of success attained as a result of implementing the talent development initiatives. Thus, the fundament question to be answered is: To what extent are the medium sized enterprises in Uganda complaint with this phase in their talent development initiatives? The study shall endeavour to provide the answers.

d. Embed Phase

During this phase, the enterprise has a role to ensure that what employees have learned during the talent development programs are continuously put to use and assessed in order not to dry up. By doing so, what the employees have learned is woven and integrated in the working culture of the enterprise, which is likely to have a positive impact on performance.

Chung and D'Annunizo (2018) stressed that SMEs are inclined to talent development and the owner-managers are the drivers of the initiatives. This implies that there is learning and development in the SMEs, thus, the enterprises are aligned with the talent development

approaches (Newbold, 2010; Blass and April, 2008). However, Valverde et al. (2013) stressed that issues pertaining to talent management and development are highly handled informally in the medium sized enterprises. This implies that there are high changes that a number of talent management aspects are more or less handled like multi-national enterprises but with little or no documentation. This raises a question to the study - How are talent development issues handled in the medium sized enterprises in Uganda?

iv. Relevance of TLC to the Study

The study deals with talent management in medium sized enterprises in Uganda. TLC emphasises that the more the enterprise invests in talent development, the higher the likelihood to have in place the right human resources capacities to enhance competitiveness. In this regard, Tatoglu (2016) established that the local enterprises [small and medium sized enterprise] had come to a realisation that talent management is the bedrock of survival, growth, development and competitiveness, similar to the perception held by multinational enterprises. Thus, TLC is relevant to the study because it connects talent development to enterprise survival. This relationship was deemed important by the researcher and it partially explains why TLC was adopted for the study. By and large, TLC consists of four components, namely Assess, Implement, Measure and Embed. A critical analysis of these components revealed that importance to the study because they provide a critical path to enterprise in relation to talent management initiatives. For example, “assess” calls for enterprises to self-evaluate their preparedness in terms of talent development. This lays the foundation for talent development in enterprises. Furthermore, TLC provides a more simplified approach to talent development and the phases therein can easily be evaluated in order to ascertain the extent to which talent development initiatives are planned and implemented. This is because the phases are distinct and interrelated. This also explains why it was deemed relevant to the study. By taking into account the content of TLC, the study endeavoured to establish the extent to which medium sized enterprises in Uganda had adopted the approaches to talent development with the view to sustain survival, growth, development and competitiveness. The study also attempted to establish the extent to which talent development approaches in medium sized enterprise in Uganda followed a systematic approach as elaborated by the TLC dimensions. Based on these dimensions, the researcher concluded that TLC was relevant to the study because of the relationship with the dependent variables illustrated in the conceptual framework.

v. Gaps in the TLC

In the course of considering the TLC, the researcher identified some gaps therein. For example, the TLC does not spell out the factors which are likely to influence the whole process of talent development initiatives in enterprises. In specific terms, the TLC does not answer the question: Are the influencing factor of higher position talent development similar for hard to fill positions talent development, cohort of talent development and leadership talent development in enterprises? Are these influencing factors similar for medium sized enterprises in developing countries? In short, there are management literature gaps in the TLC because the influencing or determinants of talent development initiatives are not stated. Based on this analysis, it could be argued that TLC assumes that there are cross cutting influencing factors, fit for all. Unfortunately, this may not be the case.

3.6.7 Talent Development Survey - Blass and April (2008)

Blass and April (2008) conducted a survey in relation to talent development in which twenty enterprises participated. The objective of this investigation was to ascertain how the process of talent development was managed in United Kingdom. The results of the survey were analysed and structured into distinct approaches to talent development initiatives. Based on this investigation, it was established that there are five propositions adopted by enterprises which are keen to talent development initiatives. These five propositions are, namely, the Development Path, Development Focus, Support to Talent Development Initiatives, Influence on Career and Connected Conversations.

Development Path

In the Development Path proposition, the fundamental question enterprises have to answer in regard to talent development is: How are employees in the enterprise developed once they are identified and labelled as talented? The survey revealed that there are basically two extreme development paths which enterprises are likely to adopt in order to develop those employees who are classified as talented. At one extreme end, the enterprise places the identified talented employees on an accelerated route or program where they receive the same development and training like other employees. It is this acceleration which makes the difference. The other extreme end of the development path is where the identified talented employees are provided the same development opportunities as others. This implies that there is no segregation or preferential treatment or acceleration in the talent development

initiative. The survey also revealed that enterprises do undertake various development activities and a wide range of training initiatives are incorporated in the development program. For example, management training, promotion projects and specialised trainings are also deemed to be part and parcel of the game plan of talent development. Based on this analysis, this study was designed to establish what development approaches have been adopted by medium sized enterprises in Uganda for the identified talented people. Specifically, the study endeavoured to establish whether or not the identified talented employees were placed on accelerated path of talent development or there was any significant model of talent development adopted by the medium sized enterprises in Uganda. Lastly, the study also attempted to establish the factors which influence the direction of talent development in the medium sized enterprises in Uganda.

Development Focus

The second proposition unfolded by the survey is known as Development Focus. Under this horizon, enterprises have to strategically define and state the development focus for the identified talented employees. In the process, the enterprise has to answer the question: Does the focus on development centre on strength or weaknesses of the talented employees? This fundamental question needs to be fully and strategically answered in order to provide a sense of direction to the enterprise with respect to talent development programs. The survey revealed that great managers give attention to employee strengths and endeavour to work around the weaknesses. These managers are focused to maximise those aspects in individual talented employees which energise the strengths and consequently lead to greater contribution to enterprise output and performance. However, this proposition, development focus, reveals that the majority of managers do spend a lot of time and resources on weaknesses. There is a tendency among managers to label the weaknesses as areas for improvement or development (Blass & April, 2008; Digeorgio, 2004). In this regard, the survey established that 80% of the employees studied could not single out their strengths. It was concluded that when the enterprise focuses on minimising weaknesses, the underlining philosophy is to prevent failures. Blass and April (2008) rationalised that when an enterprise focuses and predisposes its development initiatives to maximise the strength of its talented employees, it is likely to transform itself into a world class success. As a result, it is important that the line managers in enterprises develop a common understanding of what constitutes superior performance. When this commonality is lacking, no manager or team leader will be in position to steer the enterprise in the right direction in terms of talent development

initiatives. The relevance of development focus is best appreciated by the argument that once an enterprise has a clear focus to where it is projected to be, for example, in terms of competition, market segment or quality output, it will be in position to plan and estimate the risk it can undertake in the field of talent development (Blass & April, 2008 citing Farley, 2005, p.52). In relation to medium sized enterprises in Uganda therefore, the study ventured to ascertain whether or not the focus of talent development is, in any way, geared towards maximising the strengths of employees, with the view to sustaining competitiveness or not. The investigation also tried to establish the extent to which medium sized enterprises in Uganda are focused to talent development programs and to unveil the factors influencing the same therein.

Support to Talent Development Initiatives

The findings of the survey spread out a third proposition of talent development which relates to support to employee development and progression. The issue of support is considered to be critical to talent development in enterprises. In this respect, the fundamental question posed to enterprises is: How much support is accorded to the talented pool? The extreme scenario is where the enterprise supports and nurtures the development of talented people into higher positions or “talents are just left on their own in order to find their own bearing and level in as far as talent development is concerned?” Moving from theory to practice, with specific reference to medium sized enterprise, Kaewsaeng-On (2016) established that the participating hotel facilities in the study endeavoured to develop their own talented employees in different levels of the enterprise. These enterprises [hotels] concluded that the more opportunities accorded to talented people therein, to be part of the talent pipeline and the career pathways, the more talents were willing to stay and serve. This finding implies that enterprises are keen and do get involved in talent development initiatives of talented people with the view to attract and retain talents in order to sustain survival, growth, development and competitiveness. This finding raises questions in the context of Uganda - To what degree are the medium sized enterprise compliant in as far as investing in talent development is concerned? What factors tend to influence the direction of talent development in the medium sized enterprises in Uganda? This study shall strive to provide pertinent answers.

It is advanced that enterprise support is very important for talent development because it enables those identified as talented ones not to fallout. Enterprise support can easily be reflected or induced in the field of mentoring and coaching. The support proposition further

holds that mentoring and coaching [one to one interaction] are the most appropriate methods to nurture and develop business leaders in enterprises (Blass & April, 2008). The rationale for employee talent development support is further echoed by the supply chain model of talent management. The model emphasises that enterprises need to foot part of the cost of talent development (Cappelli, 2009). Therefore, for systematic talent development to be realised, the role of enterprise, specifically in terms of support, is of paramount importance and cannot be underestimated. Enterprises need to provide continuous support to the identified talented people with the view to utilise their knowledge and skills in order to sustain survival, growth, development and competitiveness.

Influence on Career

The survey further revealed that influencing a career is an important ingredient of talent development initiatives in enterprises. This implies that it is important for enterprises to be fully aware of those individuals and influence career. Consistently, it is of value for managers to appreciate that the talent management agenda aims at the employees to develop and stay with the enterprise and contribute to its growth and development. However, there is an observed tendency that professionals are more inclined to manage their career path. This has shifted the whole game plan, resulting into enterprises being placed in an awkward position where they tend to just follow by buying-in the development path of the employees (Blass & April, 2008). Therefore, it goes without saying that for talent development initiatives to be successful in enterprises, managers and supervisors have to play the role of influencing employee careers. In this regard, the study endeavoured to ascertain the extent to which medium sized enterprises do influence career development of their talented employees. In this regard, there are studies consistent with this management literature with specific reference to SMEs. A case in point, Kaewsang-On's (2016) study in Thailand revealed that the CEO, line managers, and the Human Resources professionals were highly involved in influencing careers of talented people in the hospitality sector. In the same vein, Kaliannan et al. (2016) established that board members and managers were highly involved in talent development in the small and medium sized enterprises in Malaysia. Zamcu (2014) stressed that employees were more inclined to steer their career development path. Based on these studies, it is logical to advance that line managers are strategic players in talent development in enterprises. They do coach, mentor and influence career of talented people with the view to sustain enterprise survival, growth, development and competitiveness. This raises a question in respect to this

study of talent management in the medium sized enterprises in Uganda - Are the general managers, their deputies and line managers involved in talent development of their talented people in the context of medium sized enterprises in Uganda? What factors tend to influence the direction of talent development in the medium sized enterprises in Uganda? It is envisaged that the study shall attempt to provide the answers.

Connected Conversations

Lastly, the survey unfolded that employees do interact with a number of people who in one way or another influence and assist them to make decisions on their careers. This assertion is also justified by another survey conducted in 2005 which revealed that fifty per cent (50%) of the employees studied held the view that their employers were not in position to influence or propel their career aspirations (Blass & April, 2008). Hence, the issue at stake is: What is the situation in medium sized enterprise in Uganda? The study strove to provide the answer.

Relevance of the Talent Development Survey to the Study

The talent development survey embraced critical aspects in talent management initiatives, for example, approaches to talent development, focus of talent development in enterprises, support to employees' development and progression, and the role of managers and supervisors in talent development initiatives. These features do inform talent development processes in enterprises. Based on the components of the dependent variables of the conceptual framework of the study, it is not an overestimation to state that there is a link between the two studies. It was on this basis that the components highlighted by the survey do inform the direction of talent management which explains the adaptation or the relevance to the study.

Gaps in Talent Development Survey

The survey findings revealed pertinent issues related to talent management initiatives. However, the researcher identified some gaps therein. Fundamentally, there is no mention of business-related factors which are likely to influence the direction of talent management in enterprises. For example, in the analysis, there is no mention of managerial and related factors which need to be at play in enterprises to maximise the development focus, development path, support to development initiatives, influencing employee career and connect conversations. The researcher held the opinion that those fundamental issues, the findings of the survey, are not in isolation or stand alone in enterprises. Therefore, there are likely to be

factors which influence the direction of each of them. Unfortunately, no mention of these factors was made in the study. From another perspective, this study seeks to establish the factors which are likely to influence the course of talent management in the medium sized enterprises in Uganda.

3.6.8. Talent Development Framework (TDF)

Haskins and Shaffer (2010) developed the Talent Development Framework (TDF). This framework provides a path through which enterprises can develop, assess, moderate and evaluate talent development programs. TDF consists of four main parts, namely, Organizational Will (Business Drivers), Talent Development attributes via the learning model, reinforcing continuous learning and Centre on results attained.

Organisational Will in Talent Development Framework

TDF illustrates that the starting point in a talent development initiative is to have a critical and an in-depth understanding of the short and long-term business strategies. This understanding needs to encompass among other things, the core values, opportunities, threats and working culture. It is held that these elements do constitute the organization will. Haskins and Shaffer (2010) affirmed that it is on the basis of the organisational will that talent development shall flourish in enterprises. This implies that when the organisational will is insufficient in an enterprise, talent development is unlikely to flourish or progress and no planning or sufficient care and investment will be accorded to it. It is also held that for organisational will to be cemented in the enterprise, there is need to answer a number of fundamental business questions. For example, “how and when do the government’s procurement priorities and volumes change?” Does the enterprise possess the capacity and capabilities to compete in the market? How does the enterprise envisage the impact of global changes on its main business? Is the enterprise aware of the core competencies necessary for sustaining survival, growth, development and competitiveness? Given the existing talent, knowledge and skills in the enterprise, what is the level of human resource utilisation? Are the employees fully aware of the economic values being created in the enterprise? Are there prudent possesses in the enterprise which enable transfer of knowledge from experienced and talented people to others in order to build relevant capabilities for continuity, with specific reference to the young generation? Does the current leadership energise the existing employees in the enterprise? Is there evidence that there are innovative ideas in the pipeline

geared at propelling the enterprise forward? The framework holds that by answering such questions, the enterprise will be forming or crafting the basis of the organisational will to talent development and at the same time forging the path to the next component of the TDF, the learning model (Haskins & Shaffer, 2010). This raises a question – Is there organizational will in SMEs on which talent development can flourish?

Chung and D'Annunizio (2018) affirmed that owners-managers of the SMEs were interested and exhibited the will to steer talent development in the hospital sector. This implied that although SMEs do experience unique challenges, the agenda to development talents linked to survival, growth, development and competitiveness. Meng, Wang, Chen, Zhang, Yang, Wang and Zheng (2016) studied the power of organisational culture on talent management in a real estate enterprise, Greentown Group, in China. The study revealed that the vision bearers of the enterprise believed in the Chinese traditional culture of benevolence and goodness about human nature with universal values of humanism. In turn, this cultural baseline influenced the organisational will towards talent development. The entity evolved around social good enterprise under the model of commercial operations. The enterprise believed in the philosophy that it had the obligation to contribute to employee development and society. This influenced talent management and development initiatives. Consequently, the Greentown Group was in position to provide answers to the foresaid questions in affirmative. Furthermore, the answers to the foresaid questions also provide an assessment to the extent to which talent development is nurtured and embedded in the enterprise. Based on the organisational will component of TDF, the study endeavoured to establish the extent to which managers in medium sized enterprises in Uganda are inclined to talent development initiatives and to answer the question: Do the managers exhibit willingness to develop potential talent with the view to sustain enterprise survival, growth, development and competitiveness?

The Learning Model in Talent Development Framework

The second component of the TDF is the Learning Model. Haskins and Shaffer (2010) illustrated that the learning model enables enterprises to answer two fundamental questions which are very germane to talent development. These are: What are the general skills, attributes, knowledge, special skills and capabilities required by each category of employees in order to sustain short and long-term enterprise competitiveness in a volatile business environment? How can the enterprise embark on the process of formulating and

implementing training, development and learning opportunities for the identified talented employees? In this regard, Haskins and Shaffer (2010) further advanced that as the enterprise endeavours to answer the said questions, there is need to accord due attention to matters pertaining to attributes. It is emphasised that this consideration is best understood by answering the question: What specific attributes does the enterprise need to develop in the employees in order to be successful in the competitive market, at the present and in the foreseeable future? The learning model component of TDF states that there are two critical development approaches that enterprises can adopt in order to build the required capabilities. These are the instruction-based and the experience-based method. The instruction-based approach mainly consists of in-house training programs, external short training programs and self-computer training initiatives. On the other hand, the experienced-based method encompasses mentoring, coaching and job-related tasks. The two approaches are singled out because of their ability to complement each other in order to achieve planned talent development targets.

The TDF also highlights that enterprises are likely to face practical challenges in the field of talent development. For example, there are challenges pertaining to determining the development of attributes necessary for enterprise success and competitiveness. Enterprises have to establish in terms of logical mix of the attributes, in order to yield the required success. Therefore, the journey to develop talents is not a straight one. For enterprises to go around these challenges, it is advised that they ascertain the right mix of experimental and instruction learning. This is mainly achieved by taking into consideration the attributes of the identified employees and the projected developmental investments. The learning model highlights that enterprises can adopt an assessment which includes, for example, a performance review, development planning, key experiences, e-learning aspects, mentoring and coaching, among others. This assessment needs to be conducted on the basis of employee categorization, that is, supervisors and manager, employees identified as talented, officers and others (Haskins & Shaffer, 2010).

Relevance of the TDF to the Study

First and foremost, the TDF is relevant to enterprises because it unveils the groundwork of what needs to be done in the field of talent development, more so, in specific areas of business development and planning. The TDF provides clear cut approaches to talent development, singling out organisational will and the learning model. These components inform how medium sized enterprises in Uganda could influence the dependent variables as

detailed in the conceptual framework of the study. These fundamental approaches were deemed relevant to the study because of their clarity and simplicity in terms of application. For example, the TDF emphasises organisational will as the starting point for talent development initiatives. The researcher held the view that in the real world, where there is no will, little can be achieved. Therefore, organisational will is the fulcrum to success in the business ecosphere. The medium sized enterprises in Uganda are not exception to the organisational will. Organisational will informed the direction of the dependent variables of this investigation. Without organisational will, the existence and flourish of talent development in enterprises would be no more. Furthermore, TDF asks fundamental questions like: Does the current leadership strengthen employees in the enterprise? Answers to such questions did inform the direction of the dependent variables and this to a certain extent explains why the TDF was deemed relevant for the study. Therefore, it is on the basis of this business reality unfolded by the framework which also explained its relevance and adaptation to this study of talent management in medium sized enterprises in Uganda. Fundamentally, the TDF model enabled the researcher to establish the extent to which medium sized enterprises in Uganda are willing to invest in talent development programs with the view to integrate it in the overall management horizon therein.

Gaps in the TDF

The TDF recognises the importance of organisational will to talent development initiatives in enterprises. However, there is no attempt made to incorporate the factors which are likely to drive enterprises to that “organisational will”. The question is: Is organisational will a result of leadership style adopted in the enterprises? Or, is organisational will a factor resulting from the academic attainment of the management team of the enterprise? This is not known and therefore, gaps were identified. The TDF emphasises the learning model as a strategy to develop the identified talents. However, the model does not explain the dynamics of the whole process of talent development in enterprises. For example, “what informs the management decision to undertake instructional learning or experienced based approach to talent development?” There is no mention of any of the possible variables and thus, the gaps.

3.6.9. Five Key Principles for Talent Development

The researcher considered the five key principles for talent development as demonstrated by

Pruis (2011), which are relevant to the study of talent management in medium sized enterprises in Uganda. This explains their inclusion in this literature review chapter of the study. The five principles are analysed hereunder:

Principle One - Formulation of a crystal-clear Talent Development Policy in the enterprise

The first principle advances that enterprises need to provide answers to the key questions pertaining to how talented employees are to be developed and managed. It is the answers to such questions which enable the enterprise to formulate and put in place a talent development policy. For example, the enterprise has to provide answers to management questions like: What are the underlying factors which are taken into account in the process to nominate and thereafter conclude that a particular employee is a talented one? Does the process of identifying talented people in enterprises take into consideration the average performance of employees, say for a period of 2-3 years before a pronouncement is made that so and so is a talented one? Alternatively, “does the enterprise consider the potential of employees in relation to excellent performance?” Other questions to be answered by the enterprise include but not limited to: What does the enterprise do in order to have a linkage between job, talent and initiative? It is argued that in most cases, this calls for the enterprise to have a clear classified talent pool (Pruis, 2011). Enterprises also need to answer questions like: Are there human resource assessment tools deemed relevant in the process of talent development? Does the enterprise engage a factor talent development approach? It is the answers to such questions which flow into the crystal-clear talent development policy of the enterprise (Pruis, 2011). The answers provided would enable the enterprise to have a clear strategic direction in as far as talent development is concerned. At the same time, the answers to the said questions would enable the enterprise to formulate a talent development policy, and this would form the starting point on the path of talent development initiative. To the contrary, Valverde et al. (2013) revealed that medium sized enterprises tended to adopt informal ways in handling talent management initiatives. Moving forward, the study shall attempt to establish the extent to which the medium sized enterprises in Uganda were compliant with the first principle of talent development. Based on this principle therefore, the study endeavoured to establish the extent to which medium sized enterprises in Uganda have moved in the direction of talent development policy formulation with the view to cement talent management practices therein, in anticipation to sustain survival, growth, development and competitiveness.

Principle Two – Perception of Talent Development

The second principle is concerned with the extent to which enterprises perceive talent development as an integrated process of business management or, “what is talent management process in the enterprise?” It is argued that in most cases, for talent development to take off in enterprises, there is a need to flourish cooperation between management and employees therein. The second principle also emphasises the need to engage the right people. It is of necessity on the part of the enterprises to have in place human resources strategic mentality where the profiles of outliers do not form the derivate profiles for those to be engaged (Pruis, 2011). In order for the enterprise to have an integrated talent management process, the principle stresses that the agreed procedure is to have an interface with all departments and sections in the enterprise. The integrated talent development process needs also to encompass recruitment, learning and development, performance management systems, compensation and benefits, and succession planning. Pruis (2011) further reasoned that enterprises have a duty to provide answers to such pertinent business questions: Which integrated talent management process has been adopted by the enterprise? Are the career paths of employees mapped out and documented in the enterprise? The answer may be yes or no for the manager or for all employees in the enterprise. In all cases, the second principle holds that the answer determines or influences the direction of talent development in the enterprise. Furthermore, it is important that the enterprise considers business related issues like return on investment (ROI). This implies that there is a need to answer such questions: How is the enterprise going to ascertain the ROI? How is the overall impact of talent development going to be measured in the enterprise? Are the parameters of success in relation to talent management known and documented? Where does accountability of talent management lie? Answers to these questions are very pertinent in shaping talent management in enterprises. Consistently, the study tried to establish the extent to which medium sized enterprises in Uganda have moved in the right direction of talent management; that is to say, to what degree are the medium sized enterprises in Uganda compliant with the second principle?

Principle Three – The Direction of Talent Development

The third principle is mainly concerned with the direction of talent development in the enterprise. It attempts to answer the question: Where should talent development lead the enterprise to? From a business viewpoint, it is of value that talent development leads to a defined strategic goal(s). This implies that the enterprise has to guard against talent

development initiatives going astray, in a direction which is not planned, or which does not add value to its overall performance and competitiveness (Pruis, 2011; Blass & April, 2008).

In order for the enterprise to steer the talent development program in the planned direction, the third principle calls for answers to the following fundamental questions: Which succession agenda underpins talent management efforts in the enterprise? Are talented people recruited from outside or inside the enterprise? Is succession planned within the enterprise? To which business strategy is talent development aligned? That is to say, “is it aligned to innovations, growth, collaboration, downsizing or survival?” In which segment of the enterprise where succession planning is not available? That is to say, “top level, middle level or lower segment of the enterprise?” Which employee category is deemed to have critical talent development requirements in the enterprise? Finally, the enterprise has to ascertain whether or not talent development is critical and relevant, for example, for the management team, specialist or other category of employees (Pruis, 2011). This means that talent development calls for systematic planning in the enterprise and it is not something which can be classified as a windfall or a management bonus. Based on this third principle therefore, the study endeavoured to investigate talent development systems in medium sized enterprises, as a proxy to the whole process of evaluating talent management therein.

Principle Four – Mentoring by true Role Model or where are the Roles Models in the enterprise?

Pruis (2011) (citing Ruyters (2006)) advanced that there are two distinct models of learning preferred by talented people. The first model is learning by self-discovery. This approach to learning reveals that talented people tend to learn more by doing. In this methodology, talented people are said to observe and learn the techniques of how to achieve the best model which works. The second approach is inclined to mentoring of talented employees. Mentoring is deemed to be one of the most important, effective and efficient way to develop talents in enterprises. This is because neurologists hold the assertion that human brain is connected to links and mirror neurons that accurately imitate real life examples or experiences from role models. It is emphasised that successful mentoring occurs at the workplace, during specified working hours. Pruis (2011) further illustrated that for mentoring to achieve the true perceptive of role model, the enterprise is duty bound to accord due attention to a number of management aspects. For example, to answer the following strategic questions: Who are the employees in

the enterprise deemed to be role models? Are the talented people accorded opportunities to interface with the role models? Is the interface either through mentoring, direct coaching, working side by side or undertaking work projects for or with the role models? What methods of learning are adopted by the role models? Mentoring or coaching? Are the role models assigned the responsibility of trainers? Do the role models play important roles in the communication processes of the enterprise? What is the basis for singling out that a particular employee is the role model in the enterprise? Is mentoring an integral part of people's work-life in the enterprise? How long have the mentors served the enterprise? What other roles do mentors play in the enterprise? For example, "do mentors participate in the recruitment process of talented people?" Are mentors involved in development assessment activities in the enterprise? Are mentors fully integrated in the talent development programs and programming in the enterprise? Moving forward, the study was designed to establish the degree of compliance of the medium sized enterprises to the fourth principle; that is to say, to what extent have the medium sized enterprises in Uganda endeavoured to answer the above-mentioned questions pertaining to talent development agenda therein?

Principle Five – Harness the Power of the Talent Pool

The fifth principle of talent development as illustrated by Pruis (2011) underscores that in order to exploit the power of the talent group, there is need on the part of the enterprise to answer the following key questions: How do those people identified with potential interface with the talented ones? Is information continuously shared amongst the talented people? Answers to such questions do reveal the extent to which the enterprise is embedded in talent development ingenuities. Based on the above analysis, the study ventured to establish the extent to which medium sized enterprises have established prudent work systems and procedures which enable continuous talented people interface with each other in the course of performing their duties with the view to attain the strategic business objectives.

Relevance of the five principles of talent development to the Study

The five principles tabled fundamental questions which need to be answered by the medium sized enterprises in their endeavour to cement talent development with the view to enhance competitiveness. For example, the principles unfold the process of formulating a talent development policy. This is a critical document in the field of the talent development agenda. The principles also address processes of identifying talents and the influence of talent

development initiatives on the enterprises. Issues relating to the focus of talent development and how to attain integrated talent development processes are also detailed. The principles also raise issues in terms of the direction of talent development and aligning talent development with the business strategy. Models of learning preferred by talented people were also analysed therein. The researcher considered all these aspects of talent development relevant because of their inherent ability to inform the dependent variables of the study. These principles lay a strong foundation of the processes to be followed by medium sized enterprises in order to navigate talent development. Consistently, how the medium sized enterprises handle the five principles have a direct relationship with the talent management agenda and this explains the relevance to the study.

Gaps in the Five Key Principles for Talent Development

The gaps in the five key principles for talent development are basically induced from the fact that no answers are provided to all the fundamental questions raised in relation to talent development in enterprises. These principles tend to guide enterprises in talent development initiatives. For example, the first principle possesses the questions: What factors are taken into account by the enterprise in the process of talent identification? Are there tools in the enterprise to assist in the talent identification processes? Answers to such questions are relevant to talent development programs. The mere fact that no answers are provided, automatically literature gaps are unfolded. At the same time, no attempts are made to mention likely factors (or variables or determining variables) with respect to talent identification in enterprises. The questions to be answered are: What factors tend to influence the direction or behaviour of talent identification in enterprises? As these factors the same in both large and medium sized enterprises? Are these factors the same for medium sized enterprises in developing economies? Are the factors similar for the large enterprises? No answers are provided and therefore, the researcher concluded that there were gaps in management literature. The second principle, perception of talent development, focuses on the extent to which enterprises perceive talent development as an integral part of business management and development. However, there is no mention of the influencing factors which are likely to be at play for the enterprises to embrace talent development initiatives. Thus, there were gaps in management literature. The third principle, the direction of talent development, centres on, “where should talent development lead the enterprise to?” By and large, this aspect tends to focus on the benefits of talent development and therefore, there is need to plan for talent

development initiatives in enterprises, irrespective of the size. Enterprises can plan for talent identifications, hard to fill talent development, higher position talent development, cohort of talent development, leadership talent development; but the fundamental question remains to be answered, “what are the managerial factors which need to be at play in terms of directing or influencing those aspects of talent development, more so, in the medium sized enterprises in emerging economies?” The failure of the principles to provide prudent answers to such questions signified the gaps in management literature.

3.6.10. Talent Development Initiative – The Case of Pharma Company

Pharma Company, a pharmaceutical medium sized enterprise in India, embarked on talent management as a strategy to turnaround its performance. This was a family owned enterprise like a number of medium sized enterprises in Uganda. The owners of the enterprise came to a realisation that the nature of the business undertaking called for a distinct management approach in order to be successful in a competitive business environment. The enterprise was faced with the challenge to attract and retain talented people required to sustain internal business processes and competitiveness. This occurrence was mainly attributed to the new business reality that talented people were demanding high technologies and better working environment, similar to those offered by multinational corporations. This implied that in the eyes of the talented people, there should be no difference between multinational and medium sized enterprises in terms of rewards, technologies and working environment. This revelation indicated that talents have no demarcations in terms of demands between the medium sized and large enterprises. Nor are there demarcation based on ownership of enterprises. This business situation clearly explained the business challenges encountered by medium sized enterprises operating in a competitive business environment. It is imperative to appreciate that the stiff competition in the markets was a result of globalisation (Sharma & Bhatnagar, 2009).

Overall, the company experienced limited supply of talented people. At the same time, multinational corporations required skilled people to sustain operations for competitiveness and this had downstream negative effects on the medium sized enterprises. Pharma Company experienced challenges in human resources management, more so, in the field of talent attraction and retention. This indicated that the talent pool of the enterprise was not sufficient to sustain competitiveness. Sharma and Bhatnagar (2009) further illustrated that there was need

to evolve a talent development strategy. In this regard, the enterprise embarked on assessing employees in order to establish whether or not the required competencies existed therein to sustain competitiveness. From a human resources management perspective, this was a fundamental change in the way the enterprise was being managed. The process of competence assessment resulted into talent segmentation. The talent segmentation was achieved through the application of a competency framework. For example, a competency framework for the top and middle management team was developed. As a result, the enterprise was able to manage business partners and optimised innovations. Furthermore, in- depth talent assessments on the basis of competency framework for existing employees and those newly recruited was also conducted. In addition, classification of positions on the basis of critical importance to enterprise competitiveness was also concluded in the enterprise (Sharma & Bhatnagar, 2009). However, in the process of classification of positions, due consideration was accorded to “critical now” and the relative importance of the position. Pharma Company also maintained that jobholders of positions classified as “cannot afford to let go” did not leave the enterprise. Everything possible was done to retain the talented people in those identified positions. In this regard, retention was achieved by putting in place a talent development path. The enterprise also ensured that assignments allocated to talented people were challenging and sponsorship in the field of education was timely provided to them. These talent development initiatives enabled Pharma Company to move in the right direction of talent management and steered itself to competitiveness (Sharma & Bhatnagar, 2009).

Relevance of the Case of Pharma Company to the Study

The case study of Pharma Company, a talent development initiative, depicts how processes were managed and reveals the benefits accrued plus experiences encountered as a result of talent management initiatives. It is on the basis of these experiences that this case study was deemed worthwhile for this investigation of talent management in medium sized enterprises in Uganda. This is because the case study unfolded that medium sized enterprises are in position to handle talent management initiatives and align it with the business strategy in order to enhance survival, growth, development and competitiveness. The case study further confirmed that medium sized enterprises can also embark on talent management programs and achieve significant improvements like those experienced or enjoyed by multinational enterprises globally. Thus, talent management is not a prerogative of large enterprises. For purposes of this investigation therefore, the fundamental question to be answered is: Where are the medium sized enterprises in Uganda in terms of talent development initiatives? Have the

medium sized enterprises in Uganda endeavoured to introduce and implement prudent management approaches with the view to attract and retain talented people in order to enhance competitiveness? Have medium sized enterprises in Uganda embraced talent management? This study endeavoured to provide answers to the said questions and to make a contribution to the body of knowledge by developing a model of talent management for the medium sized enterprises in Uganda.

3.6.11. Leadership Talent Development in Enterprises

Fulmer, Stumpf and Bleak (2009) advanced that enterprises are faced with the challenge of supply of business leaders. In this regard, it was affirmed that almost half of the senior level people engaged in corporations are not successful within the first 18 months of their engagement. This failure to live to the expectations of the enterprises translates into significant business losses (Bauer, 2011). In order to overcome these inherent leadership challenges, it has been asserted that those talented people with leadership potential need to be systematically identified and placed under leadership development in order to evolve succession pipeline with the view to sustain survival and competitiveness (Church, Rotolo, Ginther & Levine, 2015; Church, 2014). Fulmer et al. (2009) advanced that the phenomenon of imbalances in the supply of business leaders greatly explains why a number of enterprises have invested in and evolved leadership development programs in order to strengthen business leadership and management. It is held that enterprises which have succeeded in leadership development tend to follow a strategic direction which encompasses a number of aspects. For example, they do conduct company-wide high-profile talent management conferences in which attention is accorded to linking the business strategy to talent development initiatives. The business linkage is done in order to maximise the benefits of talent development initiatives; that is to say, the purposes of talent development in enterprises need to be known and documented before investment is committed to it. This can only be achieved by having functional linkages between talent development and the business strategy.

Furthermore, enterprises do engage in the process of developing and approving an appropriate training and education curriculum for the talented people. The approved curriculum is rolled out by the enterprise in order to develop the right competencies in leadership skills which are required. Those enterprises which have succeeded in leadership development do uphold coaching. It is stressed that coaching is integrated in top management priority activities in order to build capacity in the field of leadership. At the same time, high performers are

identified and continuously assessed in order to have an in-depth understanding of their strengths and professional inclinations. The identified employees with potential are placed on accelerated development programs in order to develop their skills and capabilities (Fulmer et al., 2009; Church et al., 2015; Church, 2014). The structured leadership development programs need to be linked to the business strategies of the enterprises in order to benefit from them. Lastly, all other talent development programs and related human resources initiatives should also be directly linked to the business strategies of the enterprises. In most cases, when an enterprise has incorporated the above attributes in its development plan, questions do arise on how the identified talents will be developed with the view to sustain enterprise competitiveness (Fulmer et al., 2009). In short, this raises the issues of: What techniques are usually adopted in order to develop high potential leaders in enterprises? Secondly, “have medium sized enterprises in Uganda embraced relevant techniques in leadership development?” This study endeavoured to provide the answers.

Techniques for Developing High Potential Leaders in Enterprises

Fulmer et al. (2009) argued that enterprises do recognise the power of mentoring and coaching in leadership development for talented people. Through interaction with the internal mentors, people identified with potential are exposed to a wealth of knowledge and working experiences, which is critical for their leadership development initiatives. However, these are not the only techniques adopted by enterprises in order to develop business leaders. Successful enterprises in leadership development have also adopted other techniques. For example, enterprises structures out specialised leadership development programs for the identified talented people with leadership potential. Another approach usually adopted is job rotation. It is emphasised that in order to develop people with potential in leadership, job rotation is applied as one of the best strategies. In this process, talented employees are rotated in various departments and sections of the enterprise to enable them to master the specifics and to appreciate the dynamics of internal business processes. In all cases of leadership development, full commitment of the top management team in the enterprise is a prerequisite. Furthermore, it is held among enterprise leaders that technologies do enhance talent development through acquiring business knowledge. Technologies do assist talented people in their development plans and development programs are made available. All this enhances talent development initiatives in enterprises.

Another technique adopted by enterprises in order to develop the identified potential with

leadership skills is action learning. Basically, the learning is outside the structured classroom environment. This approach enables the talented employees to fully participate in solving real business challenges. In this regard, it is held that action learning is mainly real-time interaction and it provides development opportunities to the talented people to appreciate business challenges of real importance. It is easily induced from the said approaches that enterprises are not in position to develop future leaders without a structured program. This is because research has revealed that best practices and experiences do demonstrate the relevance of integrated leadership initiatives. It is also argued that in order for the enterprise to be successful in developing future leaders, there is a need to have a succession plan. This planning process requires line managers and leaders to have in place a talent management system in which selection, development, succession and career management are integrated, and do have the full support of the top leadership of the enterprise (Fulmer et al., 2009).

In relation to leadership development, Cohn, Khurana and Revees (2005) asserted that enterprises whose owners and top managers do not consider succession planning and leadership development as a fundamental aspect of enterprise growth and development, are bound to experience managerial problems. These enterprises are likely to witness a high turnover of talented people and tend to have a very high propensity to retain people with talents which are irrelevant or incompatible with the internal business processes. Furthermore, it is also stressed that in cases where the owners and managers of the enterprise do not accord due attention to leadership development, the enterprise is bound to make wrong business decisions, and this negatively affects its competitiveness in the market. Consistent with this rationale, Chung and D'Annunzio (2018) revealed that the owner-managers in the SMEs were committed to develop talents to take up strategic positions in the foreseeable future. This finding implied that medium sized enterprises were inclined to leadership development as a business strategy for survival. Consistently, the fundamental question to be answered is – Are the medium sized enterprises in Uganda involved in leadership talent development with the view to sustain survival and competitiveness? The study shall attempt to provide the answers.

There are several reasons which explain why enterprises do fail or experience shortcomings in their venture or effort towards leadership talent development. First and foremost, enterprises adopt an ad hoc approach to leadership development which has been proved to be a total failure. Cohn et al. (2005) documented the case of Tyson Foods, a family-controlled enterprise,

based in Springdale, Arkansas, USA. This enterprise copied and implemented various leadership development programs. Such an approach was found to be counterproductive and did not yield the best or intended results. This implies that it is of value that enterprises evolve their own leadership development program blueprint where succession planning is fully integrated with leadership development. This is because leadership development in enterprises is propelled by succession planning. However, leadership development is a general challenge to managers because a very small number of them are willing to look for, mentor and develop replacements. Secondly, a number of managers hold the view that leadership development is a function of the human resources department, which in reality, is not the case. Leadership development is a concerted effort of the whole enterprise.

Cohn et al. (2005) stressed that such an approach does not work because it is built on erroneous management development premises. In order to succeed in leadership development therefore, it is important that the task to develop business leadership is shared amongst the line managers, supervisors and the human resources management function. This implies that for leadership development to be successful in enterprises, it must be an integral part of line managers' responsibilities to grow and nurture their subordinates. Line managers have to mentor their subordinates with underdeveloped leadership skills and the owners of the enterprises need to have keen and demonstrated interest in monitoring leadership development. In addition, for enterprises to develop their leaders, there is a need to have a checklist consisting of formal planning workshops with top and line managers and outside experts to ensure that the leadership development plan is designed to improve the talent portfolio in relation to critical positions. In addition, the human resources development department or section in the enterprise needs to be empowered to play a critical role in the development of tools to be applied in the selection of employees for talent development. It is imperative that the line managers own the whole process of talent development, the owners of the enterprise need to monitor the implementation of the leadership development program and reinforce continuous communication and feedback, the enterprise needs to classify employees in category A and B performers and to ensure that the leadership development initiatives are aligned to the business strategy and fully supported by all employees therein. Consistently, Chung and D'Annunzio (2018) established that the owner-managers of the SMEs in Thailand stressed that the most economic and rational approach is to acquire talents by developing the potential of talented people within the enterprises. In the process of developing future leaders, the identified talented people need to be exposed to all the trades and internal business processes of the enterprise to enable them to obtain cross functional experiences. This

is because misalignment of leadership development does occur when the whole leadership development process is on an ad hoc basis and the level of internal planning and conceptualization is very low indeed. Secondly, the said misalignment is also attributed to poor management system which does not take into consideration the value culture of the enterprise. Leadership development is very critical to enterprise success because there is a relationship between leadership development initiatives undertaken by the enterprise and the ability to attract and retain talented people. Consequently, it is of value for the managers in the enterprise to attempt to answer the following questions: Does the enterprise leadership development program reinforce the objectives? Do the employees view it that way? Does the enterprise believe and have trust in the leadership development program? Do the employees believe in the recruitment, selection and training and development initiatives or the beneficiaries are rewarded for other reasons (Cohn et al., 2005)? The study shall endeavour to answer the said questions directly or indirectly, in the context of medium sized enterprises in Uganda.

Relevance of the Techniques for Developing High Potential Leaders fore enterprises in the Study

Leadership development constitutes the dependent variable of the study and the fundamental question is: How do the medium sized enterprises in Uganda develop their business leaders? Therefore, the techniques provided, for example, specialised leadership programmes, job rotation and action learning could be applied to form the basis of assessment of leadership development in this study. The techniques emphasise the relevance of succession planning and leadership development and warn enterprises of the consequences of not managing business leaders' development. The importance of the line managers in leadership development is also stressed. Therefore, the techniques to leadership development do also inform the conceptual framework of the study and this explains the relevance to the study.

Gaps in the Techniques for Leadership Talent Development

Fulmer et al. (2009) provided techniques of leadership talent development. However, the approaches did not attempt to address the factors which are likely to influence the direction of leadership talent development in enterprises. The researcher held the opinion that the influencing factors are of high importance as the approaches to talent leadership development. This is because enterprises do operate in a cosmopolitan business environment,

thus, it is extremely unfair to ignore the likelihood of being influenced in one way or another. By and large, the study was designed to address those gaps in leadership talent development with specific reference to medium sized enterprise in Uganda.

3.6.12. Human Capital Planning Model (HCPM)

Ruse and Jansen (2008) argued that enterprises are faced with the challenge of having the right people in the right place and this affects their survival, growth, development and competitiveness. At the same time, enterprises have to recognise that employee engagement decisions made now do affect performance in the foreseeable future. Based on this business reality, the most logical way for the enterprises is to predict talent requirements on the basis of future talent needs. This can best be attained by adopting the HCPM. The question is: How does the model work?

It is advanced that in order to rollout the HCPM in enterprises, the first procedure is to ascertain the type of talents required to implement and sustain the enterprise business strategy. This has to be accomplished by breaking down the business strategy into operational human resources requirements. Thereafter, the enterprise determines the talent requirement by using the segmentation approach. The ascertained talent requirements will form the backbone to achieve the business strategic objectives. Consequently, the enterprise establishes the number of people required on the basis of the operational strategy (Ruse & Jansen, 2008).

The second major process in the HCPM is to identify the talent gaps that exist in the enterprise. There is a need to determine the most logical and cost-effective way on how best to close the gaps. After this process has been logically concluded, a business decision has to be made on what actions to be undertaken in order to align the human resources with the business strategy. Ruse and Jansen (2008) illustrated that when an enterprise adopts the HCPM, the process of identifying talents in relation to the business strategy is a broad one and requires answering certain fundamental questions. For example: What type of talent is required to roll out the business strategy? What type of human resources is needed to attain the projected level of competitiveness? What fundamental plans or interventions are to be undertaken in order to attain the required level of performance? Fundamentally, the enterprise has to deal with the issues pertaining to capabilities, by also providing answers to the question: What talents and capabilities are required to work with the high performers in order

to sustain competitiveness?

The HCPM stresses that the most logical way for the enterprise to attain its strategic objectives through the human resources function is by talent segmentation. This is because the concept of talent segmentation enables the enterprise to have a clear and better understanding of the contribution of talents to competitiveness. The contribution factor is achieved by having a structured picture of what each segment of talents contributes to competitiveness. The model emphasises that talent segmentation places the enterprise in a position where informed portfolio decisions on what is required to enhance talent growth or reduce or streamline the whole process can be taken. It is further held that by applying talent segmentation, the enterprise is in position to analyse each role or position and not the person in terms of business strategy. The HCPM classifies positions in enterprise, on the basis of their critical importance to the short term and long-term competitive advantage. The model holds that for purposes of talent development, there is an urgent need to give due attention to segmentation as detailed below:

Core Positions – HCPM

The first classification is known as core positions. The model holds that core positions are extremely important for the operations of the enterprise. These positions propel the enterprise forward and form the basis of competitiveness. They are the locomotive of the enterprise and do contribute greatly to learning, training and development. From a business point of view, there is always a need to protect and develop competencies of the core position holders in the enterprise with the view of sustaining survival, growth, development and competitiveness. Consistent with this management literature, Valverde et al. (2013) established that those individuals manning the internal business processes, with whom the efficiency and performance of the entire enterprise could be lost were classified as talented ones.

Requisite Positions – HCPM

The model holds that the second segmentation is the requisite positions. It is held that the enterprise cannot perform without these positions. The model advances that the enterprise is likely to gain more from these positions through a process of redesigning. The best mechanism is to redesign and staff better. By and large, the requisite positions are mainly those concerned with operations and directly manning the internal business processes in the enterprise.

Non-Core Positions – HCPM

Ruse and Jansen (2008) advanced that the third categorization is the non-core positions. In most cases, the skills and roles of these positions do not directly interface with the strategic mission of the enterprise. The model emphasises that in order to improve enterprise performance and competitiveness, the best approach is to freeze these positions.

Finally, the HCPM reveals that enterprises have to take into account several factors in order to ascertain the number of people required to attain strategic objectives in the short run and long run. The model emphasises that for the enterprise to have a clear projection of talent and development requirements, there is a need to make forecasts. The forecasts can best be done by analysing the internal and external dynamics related to demand and supply of talented people. In specific terms, the forecasts have to consider historical turnover, historical data on employee movements in the enterprise, projected retirements based on age and other factors, supply and demand and the human resources policies and procedures used in the enterprise. As a result, the enterprise will be in position to identify the talent requirements and do the gap analysis. This process enables the enterprise to develop a framework on how best the talent gap should be closed.

The HCPM also holds that enterprises have to accord due consideration to the size of the gap, the lead time in the recruitment processes of the required talented people and the expected impact on performance and business strategy. The model stresses that identifying talent gaps is important but not a sufficient condition. The sufficient condition is to make a business decision to invest resources in the talent development agenda. Therefore, the purpose of the model is not to reveal the talent gap but rather to assist enterprises to determine what action has to be taken in terms of investing in developing talents. The model enables the enterprise to take a business-oriented decision regarding the action and investment with the view to close the gap. In the process, the enterprise is able to determine and conclude on what makes business sense, for example to recruit from outside or to develop talents internally with the view to ascend to higher positions, among other objectives. Lastly, enterprises are able to compute the cost of talent development and to determine the return on investment. The HCPM provides relevant classification of positions and it advocates for segmentation when it comes to evolving a talent

development agenda. This is a fundamental aspect in terms of approaches to talent development initiatives. It is important to recognise that talent segmentation under the HCPM is consistent with the segmentation approach to talent development as advanced by Boudreau and Ramstad (2005). This consistency implies that enterprises have to ensure that talents therein are segmented for purposes of utilisation, reward, development and retention. It was on the basis of talent segmentation that a medium sized enterprise, Pharam Company of India, was able to transform itself to competitiveness. The model also puts emphasis on the relevance of talent gap analysis and the need to invest in talent development agenda. Therefore, the study was intended to, directly or indirectly ascertain the extent to which medium sized enterprises in Uganda are compliant with the HCPM. The investigation also endeavoured to establish the degree to which medium sized enterprises in Uganda manage their talented people with respect to talent segmentation.

Relevance of the HCPM to the Study

The HCPM was considered relevant to the study because it provided what the independent variables of the conceptual framework needed to work on or what actions they needed to take in order to enhance talent development in the medium sized enterprises in Uganda. The model also informs the planning processes for talent development and this is a key ingredient in this study. The HCPM also unfolds the concept of talent gap analysis for talent development to be successful in enterprises. This implies that for talent development to succeed, the components of the independent variables need to accord talent gap analysis the attention it deserves. The HCPM brings the concept of segmentation in talent development by structuring the human resources in the enterprise in terms of core, requisite and noncore positions. By so doing, enterprises are in position to align their development initiatives in order to attain their strategic objectives through planning and investing in human resources, on the basis of positions. This is a cost saving approach to talent development initiatives. Therefore, it is not an overestimation to state that the HCPM informed the conceptual framework of the study and this made it very relevant.

Gaps in the HCPM

The HCPM does assist enterprises in various aspects in their talent development agendas. However, the researcher identified gaps in the management literature. A case in point, the model does not provide the determinants for the talent development agenda in enterprises.

The HCPM does not, for instance, spell out what factors in the enterprise are likely to influence the degree of involvement in talent development for the core positions. What is emphasised is the relative importance of the various categories of positions for the enterprise survival, growth development and competitiveness.

3.6.13. The Concept of Brand Talent Developers

Smallwood and Ulrich (2007) stated that in order to attract and retain talents, enterprises do undertake various management approaches with the view to succeed. Some enterprises go to the labour market on the basis of premium and pay high performers over and above the market average. Other enterprises endeavour to attract talents through strong inclinations to career and development. It is evidenced that over time, these enterprises amass a competitive advantage over others in the labour market. This approach is usually reflected in recruitment, engagement and retention of employees. Enterprises which have adopted this approach (to attract and retain talented people) on the basis of career and development are referred to as Brand Talent Developers (BTD).

The BTD do invest in employee development as a benchmark and are said to have a high propensity to attract, engage and utilise people with talents which need to be developed. This assertion is supported by a survey conducted by Fortune “Best Companies to Work For” which revealed that talent development inclined enterprises do attract and retain talented people in a competitive business environment. The concept of BTD further revealed that enterprises which uphold its mechanisms have advantages over others. This is because they do not enter the labour market and hire highly experienced and talented people at a high premium. These enterprises tend to hire young people with talents and ambitions and allow them to grow and develop. They build linkages between talent development activities or programs with the business strategic plans. By so doing, the future of the enterprise is planned and aligned. The concept of BTD further stresses that developing talents of employees is a fundamental factor for the attainment of a business strategy. This manifests a talent mind-set in all divisions or sections of the enterprise. These enterprises, brand talent developers, walk the talk that people are the most valuable resource. They do develop and retain highly talented people. To these enterprises, talent development is an integral part of the overall management spectrum. In the BTD enterprises, leadership development is a vital component of the whole process of managing talents (Smallwood & Ulrich, 2007).

The concept of BTD also emphasises growth from within. This is based on the reality that the

business environment is volatile, and a number of enterprises do have a high degree of uncertainty when it comes to recruiting experienced and talented people from outside. There is an inherent belief that the way the enterprise train and develop its people has a long-term impact on its growth and development. Secondly, there is also a tendency for those employees who have been trained, developed and worked together for a long period of time to develop bonds within the enterprise, and this has a positive impact on retention. BTD also value their talented people and do invest in their development. These enterprises exhibit that talented people are corporate assets and are fundamental to enterprise competitiveness. In these enterprises, talented people do experience cross rotation in order to acquire and develop the skills and attitudes necessary to propel competitiveness. In essence, employees are accorded the opportunity to develop and contribute to the enterprise growth and development.

Smallwood and Ulrich (2007) pointed out that enterprises which are BTD do have a clear understanding of the competencies required in order to sustain competitiveness. These enterprises do appreciate and spell out the competencies based on “outside-in” approach and do endeavour to answer questions like: What dependable experiences does the enterprise require in order to serve customers better with the view to attain strategic objectives? What capabilities does the enterprise require in order to attain strategic goals? What employee competencies are critical in the identified capabilities? It is also revealed that in the BTD enterprises, recruitment is an integral part of the business strategy. In most cases, the recruitment process targets academic institutions. The supervisors, line managers and top managers play a vital role in the recruitment process. Consistently, Chung and D’Annunzio (2018), in their study of talent management practices in small and medium sized enterprises, confirmed that owners and managers were highly involved in talent identification through recruitments. This finding raises a fundamental question in respect to the study: To what degree are the owners and line managers involved in talent identification, in the medium sized enterprises in Uganda? Are the medium sized enterprises in Uganda consistent with other medium SMEs in the aspect of talent identification and development? Given the war of talents, are the medium sized enterprise in Uganda aligned to the concept of BTD? The study shall strive to provide the answers. After recruiting potential talent, a clear career path for the employees is framed and this provides them with an in-depth understanding of their progression. The question is: Are the medium sized enterprises in Uganda compliant with this approach to talent management and development? The study shall strive to provide the answers, directly or indirectly.

Coaching and mentoring initiatives in BTD

BTB enterprises hold the assertion that coaching is an integral component of what makes a talented person a good manager. Business leaders are developed and have the responsibility to coach emerging and latent potential. In these enterprises, coaching aims at enhancing the overall performance of an individual in relation to defined tasks, availing performance feedback and strategies for performance improvement. The concept holds that mentoring entails nurturing a deep understanding and relationship with the employee and moulds the person towards the short and long-term objectives (Kram, 1988). The concept of BTB also recognises that whatever the enterprise does, good and higher performers do leave the enterprise. However, the brand talent developer enterprises move an extra mile to maintain a good relationship with those employees who decided to leave. This approach does help enterprises in times of need.

Role of the Human Resources Management Function in BTB

It takes time, energy and commitment for an enterprise to evolve into a BTB. This implies that there is need on the part of the enterprise to formulate a business case for BTB. This calls for the enterprise to collect relevant data and endeavour to answer a number of questions, for example, “should we? Can we? Must we?” This will enable the human resource management function to ascertain the degree of preparedness, keenness and assist management to focus its attention to talent development. Secondly, the human resource management function of the enterprise needs to establish and implement appropriate systems in order to propel superior talent development. The human resources management function should be the planner for better systems for development and play a leading role in the change management processes. The function must be the pivot in the planning and implementation of change management programs. This calls for having a clear understanding of the working culture of the enterprise and to appreciate its impact on the proposed change program. The human resources function needs to evaluate the extent to which the talent development agenda fits in the working culture of the enterprise. It is also important to recognise that the talent development program is presented as a business case in a framework of total business rather than being seen as a push element (Smallwood & Ulrich, 2007).

The notion of BTB does emphasise that the human resource management function of the enterprise has another role to play in the aspect of coaching. This role is divided into two

parts, namely, to lead the change process and to be a mirror of the reality to the enterprise managers. In order to facilitate coaching, the function needs to provide line managers with guidance to intensify competencies and consequently, to build trust as an advisor of the enterprise. The function should also provide over and above assistance to employees by providing avenue for leadership development. This can best be achieved when the human resources function, on a continuous basis, interacts with the line managers in order to gain insight of those employees who are ready to take up positions of higher responsibility and recommend them accordingly. Lastly, it is argued that in order to sustain BTD initiatives, the human resources function of the enterprise needs to play a leading role in communication, both internally and externally, in order to market the talent development programs (Smallwood & Ulrich, 2007).

The concept of BTD introduces a new dimension in the field of attracting and retaining talented people in enterprises. The emphasis is on the enterprise to create its own brand rather than to strive to compete by using forces of demand and supply. Secondly, the concept puts emphasis on employee development, encompassing skills and leadership. Significantly, the concept also puts a lot of attention to the relevance of having a human resources management function in the enterprise in order to spearhead recruitment, talent development and change management processes. Hence, this study was also intended to establish the extent to which medium sized enterprises in Uganda adhere to the concept of BTD. The study also attempted to establish the degree to which medium sized enterprises in Uganda have endeavoured to put in place a human resource management function capable of playing a leading role in recruitment, employee utilisation, development and retention in order to sustain survival, growth development and competitiveness.

Relevance of BTD to the Study

The concept of BTD recognises the war of talents and the unsustainability of relying on the forces of demand and supply to acquire talents for enterprise operations. As stated earlier, [the case of Pharma Company], medium sized enterprises are bound to face challenges in talent retention on the basis of market mechanism because of the large/multinational corporations which have the muscle to reward talented people better. Therefore, the BTD concept informed the independent variables and managerial characteristics of the conceptual framework that there are other approaches of attracting and retaining talents. This explains why the BTD concept was adopted for the study.

Gaps in the BTM

The BTM provides prudent approaches to talent management which are relevant to medium sized enterprises in Uganda. However, the researcher identified gaps in management literature. The BTM does not reveal the possible influential factors likely to drive or influence the whole process of talent development initiatives in enterprises. The BTM puts a lot of emphasis on leadership talent development. The fundamental question left unanswered is: What business-like factors may influence leadership talent development in respect of medium sized enterprises in Uganda? What factors are likely to be at play in order to attain higher segments of talent development initiatives? The BTM literature is silent on such issues and these are the identified gaps in relation to talent management in medium sized enterprises.

3.6.14. Talent Development Pipeline Architecture (TDPA)

Gandz (2006) advanced that the core objective of top management, whether in medium or large sized enterprises, is to build an entity which can easily be classified as talent rich. This process involves having a constant supply of talents. It implies having at least two or three people, developed, willing and able to take up each position or roles when an opportunity falls. This also includes maintaining succession, not replacement. The enterprise needs to maintain that people succeeding others are better than them. In addition, the enterprise has to transform itself into a talent magnet, being able to attract and retain talents on a continuous basis. In order for the enterprise to attain this strategic business objective, it is of value that the process of human resource planning shifts from the traditional succession to a new paradigm which considers more than an employee. This paradigm is known as the TDPA. The architecture considers cadres at different strata and calls for the enterprise to have employees in their twenties with great potential; those in their thirties with potential and working experiences and those in their forties matured, seasoned, with relevant working experience, with drive to propel survival, growth development and competitiveness.

There are four dimensions of TDPA which enterprises have to follow in order to excel in talent development initiatives. First and foremost, the enterprise must define and classify talent requirements for a specified period of time, say for five, six or seven years. The overall picture has to be more certain on competencies, skills and other job-related characteristics. Secondly, enterprises have to develop a path on how people with potential should be engaged and

developed into high performers. This implies that enterprises have to set parameters in terms of working experience and work-related challenges to enable the concerned employees appreciate how people can evolve into high performers in the near future, with the view of sustaining survival, growth, development and competitiveness. Thirdly, enterprises need to have human resources management systems and processes which allow employees with potential to realise their anticipated level of performance. This dimension calls for enterprises to have in place well developed human resources management systems like planning, recruitment and selection, performance management systems and compensation plans to enable people progress in the pipeline and to see to it that the pipeline yields the talent needed to propel the enterprise forward. The fourth dimension holds that enterprises need to have in place structured training programs to facilitate talent development initiatives. These programs should include in-house and external training programs, action learning, strategic focus and core values of the enterprise. These dimensions also call for the need to have employees assigned with the responsibility to manage talent development so as to maintain the enterprise as a talent rich (Gandz, 2006).

The talent development architecture loop in talent pipeline has the objective to ensure that high potential people are engaged in the enterprise. This loop also enables continuous assessment of talented people with the view to propel progression in their careers. The TDPA also recognises that not all employees will succeed in the talent development initiative. Some may fallout. However, with continuous assessment, employees will enable the pipeline to maintain excellence and remove the blockages. The pipeline also recognises that enterprises have to appreciate that there are cases where a bifurcated pipeline will occur. This is when an employee portrays potential say for organizational leadership outside the main stream of the engagement. In addition, the pipeline also stresses that during the development process, there is a need on the part of the enterprise to take into account the concept of time. This is mainly attributed to the fact that development aspects require experiences as evidence of knowledge. Hence, development should not be viewed to have occurred by merely attending a training program, say in a business school (Gandz, 2006).

The TDPA also points out that there are several occurrences which can make a well- intended talent development initiative go bad. A case in point, this may happen when talent development is viewed by employees as either a top management or a human resource management business. The reality is that the human resources function cannot propel talent

development singlehandedly. It is stressed that for talent development to be successful, top management needs to be committed to the initiative. It is also emphasised that an enterprise cannot succeed in talent development without an aggressive human resource function staffed with professionals. This is mainly attributed to the fact that the human resource function develops systems which, by and large, are used by the line managers who in turn monitor and provide feedback in the talent development pipeline. Another pitfall noticed by the talent development pipeline is to develop talents based on the success factors of yesterday. For success to be obtained, talent development initiatives need to be based on futuristic strategic focus and dimensions. In addition, there are budget related snags which are likely to affect the talent development pipeline. There are tendencies in enterprises to integrate the talent development budgets with other human resources requirements. When financial hardships hit the enterprises, the budget for talent development is usually cut, and this causes interruptions in the talent development pipeline flow. The best approach is to have a separate talent development budget as a stand-alone, which is maintained during budget cuts (Gandz, 2006).

Related to the above, in most incidents, when there are budget cuts in enterprises, the tendency is to freeze recruitments. However, it is emphasised that there is a need on the part of the enterprises to appreciate that there are recruitments for high potential which have to be separated from other recruitments and these exceptions need to be maintained. There are also shortfalls in talent development usually caused by the failure to tell individuals in the enterprise that they are no longer talents. This failure has a tendency to clog the pipeline. Therefore, enterprises have to prune the talents therein (Gandz, 2006).

Relevance of TDPA to the Study

The TDPA provides what enterprises need to follow to succeed to be talent rich with the view to sustain survival, growth, development and competitiveness. The pipeline informs what has to be done to develop the potential of employees. Therefore, the model formed a basis to evaluate the independent variables in the effort to study talent management in the medium sized enterprises. This partly explains why the TDPA was adopted for the study. The TDPA zeros on planning, recruitment and selection, performance management systems and reward. Therefore, it is not an overestimation to state that the TDPA also informed the dependent variables. In essence, the TDPA provides a path which enterprises need to adopt in order to develop and sustain the supply of talented people. The emphasis is to have continuous supply of talented people capable of propelling the enterprise in the ever-changing business

environment. This is the ultimate objective of talent management. Due to this fundamental factor, the researcher felt that TDPA was appropriate for the study and he adopted it. Based on this analytical literature and relevance, the study assessed the extent to which medium sized enterprises in Uganda develop talents as a strategy to sustain enterprise survival, growth, development and competitiveness.

Gaps in the TDPA

The TDPA provides detailed literature on how the enterprise can structure the pipeline in terms of a talent development agenda. However, the TDPA does not unfold the underlying factors or the influencing managerial variables which are likely to stimulate or influence the direction of talent development initiatives in enterprises. Secondly, there is no mention of the application of the model to the varying sizes of enterprises. Apparently, the model is presented as a fit for all enterprises. This is usually not the case, thus the gap. As a way forward, it was anticipated that this study would endeavour to provide relevant information (pertaining to talent management in medium sized enterprises), thus, contributing to closing the identified gaps in the management literature of the TDPA.

3.6.15. Reward Management Systems for Talented People in Enterprises

Globalisation has resulted into stiff competition for resources and dynamics in the movement of resources in the market. This has caused a paradigm shift in the way enterprises demand for and retain talented people with the view to enhance survival, growth, development and competitiveness. In this competitive business environment, enterprises have come to a realisation that business success is best obtained and sustained when talented employees are highly motivated and retained (Mujtaba & Shauaib, 2010; Adigüzel, yüksel & Tekin, 2010). This business rationale is based on the premise that human capital is the most important source of value creation in enterprises. It is the human capital which determines success or failure of enterprises in a competitive and volatile environment. At the same time, it is recognised that enterprises are faced with the challenge to retain skilled and talented people. As a result, it is believed that remuneration systems or reward systems are likely to mitigate some of the challenges encountered in talent retention by providing incentives. Thus, reward management has a bearing on attracting and retaining the required quality of human resources (Walker, 2010; Wyatt, 2008). Reward management is an important element in the implementation of a business strategy, more so, in a competitive business environment.

Adigüzel et al. (2010) emphasised that a business strategy is dependent on the knowledge, skills, abilities and interest of the employees. It is on this basis that a number of enterprises do consider reward management as the basis of competitiveness rather than a cost to them which needs to be minimised. Reward enables enterprises to attract and retain the available talents. Therefore, irrespective of their sizes, enterprises have to continuously endeavour to answer the question: What must be done in order to attract, retain and motivate talented people with the view to reinforce and propel enterprise survival, growth, development and competitiveness? This research undertaking endeavoured to answer this question with respect to medium sized enterprises in Uganda. The answering was done by examining how medium sized enterprises rewarded their talented people and by establishing whether or not the reward systems are competitive and geared to attracting and retaining talented people with the view to accelerate survival, growth, development and competitiveness.

Mujtaba et al. (2010) pointed out that in the business world, enterprises are absorbing a lot of pressure to develop and implement reward systems that motivate talented employees. Therefore, reward management is seen as the interface with talents and sustaining different qualities of people in the enterprise who hold different expectations and motivations. Apparently, there is a general lack of reward management systems, procedures or standards to be followed by all enterprises. Given this general lack of a blueprint reward management system in relation to talented people, enterprises have to design and implement retention strategies in anticipation to minimise the negative impact(s) to competitiveness. However, every enterprise endeavours to develop and implement what it considers to be an appropriate reward management system in anticipation to create new values and to sustain competitiveness (Adigüzel et al., 2010; Mujtaba et al., 2010; Wan, 2007; Perry, 2001).

Bozionelos et al. (2007) argued that when enterprises are formulating reward pay systems, there are two concepts which require in-depth consideration. These are equality and equity. In specific terms, the concept of equality holds that employees should be rewarded according to the contribution made to enterprise performance. This means that those employees who contribute more towards the overall performance of the enterprise need to enjoy a greater part of the reward envelope than their counterparts who contribute less. On the other hand, the principle of equity emphasises that relative contribution need not to be the driving force in determining reward to employees. In explicit terms, those employees who undertake the same job should be rewarded the same, regardless of their level of contribution to the

enterprise survival, growth and development (Deutsch, 1975 cited by Bozionelos et al., 2007; Leventhal, 1976).

In reality, the stiff competition in the labour market, coupled with the limited supply of talented people to sustain the operations of enterprises has greatly contributed to the search for appropriate reward management answers (Wan, 2007). In response to this challenge, enterprises have recognised that compensation is a major factor in retaining talented people. This recognition to a very large extent explains why multinational enterprises like IBM have taken a lead in aggressive compensation plans, packages and strategies (Perry, 2011). Totoglu et al. (2016) established in the local enterprises [small and medium sized] were experiencing late payment of salaries and the whole reward management was more structured on traditional reward systems. The fundamental question is - Where are the medium sized enterprises in Uganda in as far as reward management is concerned? Are the medium sized enterprises following in the footsteps of IBM in as far as reward management is concerned? This study shall endeavour to provide the answer.

Risher (2008) holds the viewpoint that imbalances in the supply and demand for talented people in the market are to remain a challenge to enterprises in the foreseeable future. As a result, those enterprises which will strive to be successful and sustain competitiveness need to revisit their reward systems on continuous basis, as a priority. No enterprise will be successful without keeping an eye on talented people in terms of reward. In the same vein, Perry (2011) stressed that besides the retention challenges in managerial positions; enterprises are also witnessing a new phenomenon where retention of talented technical people is now a reality challenge. There are challenges in that high performers in technical areas are jumping ship and joining the competitors. The days where high technical performers were considered highly retainable and integral part of the enterprise are over. This scenario has placed enterprises in an unbearable position in as far as competitiveness is concerned. In this regard, it is only those enterprises which have adopted aggressive compensation plans and systems, and hold the belief that talented people need not to be compensated like others or in the same way average performers are remunerated, will remain competitive. This rationale or concept evolves on the principle that talented people need to accumulate wealth in the shortest period of time. Besides that, compensation is considered to play a key role in aligning the enterprise to its strategic objectives. This assertion also echoes that enterprises in a competitive business environment have recognised compensation as a major factor in retention of talented people.

This explains why enterprises are endeavouring to be keen and keep an eye on reward management systems and policies. These endeavours are undertaken because of the direct link with enterprise survival, growth, development and competitiveness (Mitra, Gupta & Shaw, 2001; Gerhart & Milkovich, 1992; Perry, 2001; Milkovich, 1988). It is stressed that the approach, to endeavour to match other enterprises in reward management is attributed to the economic need to maximize employee productivity. Scholars have also advanced that the remuneration packages of enterprises need to uphold the roles and responsibilities of talented employees and this has to be seen by the concerned employees as being fair. Enterprises have to guard against turnover of talented people because it is very costly in all aspects. When talented people leave the enterprises, they go with wealth of knowledge and working experience accumulated over a period of years. Beside this loss of knowledge, enterprises incur costs of replacing those employees who have left. There are also costs incurred pertaining to induction and training. Research studies have indicated that the replacement cycle usually takes a period of six months and this negatively affects the overall productivity and performance of the enterprise. Consequently, competitiveness is compromised (Wan, 2007; Perry, 2001).

Zinn (2009) asserted that the issue of reward is a complex one in enterprises. This is because it is dynamic and influenced by a number of factors. There are more questions which have been raised than answers on how talented people should be rewarded. However, it is difficult to conclude that any approach is right or wrong. A number of approaches to reward are likely to achieve the required results. Fundamentally, none of them can always work in all enterprises. This partially explains why enterprises are endeavouring to obtain the best fit to the challenge of reward in as far as talented people are concerned. Enterprises are trying to answer the question: How can talented people be engaged and retained in a complex, competitive and dynamic business environment? In an attempt to answer this question, consideration was accorded to the types of reward systems enterprises do adopt in order to reward and retain talented people.

Financial Rewards – Economic Theory

From economics perspective, some enterprises base their rewards on economic theory of demand and supply. It is the demand of talents which determines the pay. Demand pushes the pay up or down, depending on the dynamics of the economic forces [supply and demand]. By implication, so long as the demand for a particular category of skills or talents is high and is

greater than the supply, enterprises have no alternative but to pay high market rates. The economic theory emphasises that by so doing, enterprises are able to attract and retain the required talents with the view to sustain survival, growth, development and competitiveness. However, when enterprises purely base their pay on economic theory of markets forces of demand and supply, two pay situations are likely to arise. These are pay inversions and pay compression (McNatt, Glassman & McAfee, 2007).

McNatt et al. (2007) stressed that when an enterprise, as a going concern, places newly recruited persons on the same level of compensation or the newly recruited persons have less working experience or less academic attainment and are rewarded more in terms of compensation, than employees holding similar positions, then a pay inversion occurs. Pay inversion has a high tendency to create a predicament in the enterprise. This is because of the inherent problem of not basing pay or salary or premium on job performance or the length of service an employee has performed in the enterprise. The effects of pay inversions are equated to ignoring the law of gravity. Related to the foresaid, the expectation theory holds that for the enterprises to motivate its employees, they have to cause a belief and understanding that high output will result into higher pay. Therefore, when the enterprise reinforces pay inversions, the existing employees are likely to conclude that the enterprise attaches less value to their output and working experience. This is likely to lead to or ignite turnover of talented people. It is also emphasised that there is a danger that pay inversions is not in harmony with the expectation theory because it breaks the linkage between pay and performance. Pay inversion has a tendency to send a very strong signal to the people in the enterprise that it is only those joining from outside who are respected and rewarded.

In the same vein, the equity theory holds that employees do conduct comparison analysis of their academic attainment, working experiences, output and what they receive in terms of pay from enterprises. This implies that when employees conclude that they almost receive the same as other employees in the similar category, in terms of pay in the market, then, they are likely to draw a conclusion that their pay is reasonable and that the enterprise is treating them well. Therefore, when pay inversions are instituted in the enterprise, employees are likely to conclude that the enterprise is not treating them well and this have enormous repercussions. For example, employees are likely to decrease their efforts, resulting into less output. Some are likely to leave the enterprise. Consequently, the competitiveness of the enterprise will be negatively affected (Mitra, Gupta & Shaw, 2011; McNatt et al., 2007).

Employees' inequalities in the enterprise negatively affect their motivation and output. It is established that pay inversion does generate tension in enterprises and the level of cooperation diminishes. When employees are inequitably treated, chances are, they are bound to quit. This is supported by one investigation in which employees were asked their next course of action. It was established that when employees find out that the enterprise has no concrete plans to address pay inequalities, the propensity to leave increases and this has a snowball effect. As the number of employees leaving increases, the remaining employees start to feel insecure and this ignites searching for opportunities outside the enterprise. Even the newly recruited employees start to question whether they took the right decision to join the enterprise. They are also bound to leave. Similarly, a pay compression occurs when a person is employed in the enterprise with similar working experience and academic attainment and is paid less than the people currently engaged. This affects their morale, motivation and output. Chances are, they will leave the enterprise (Mitra, Gupta & Shaw, 2011; McNatt et al., 2007).

As a business strategy, to pay talents based on economic theory, it is stressed that enterprises have to identify those positions which are critical and pivot to the short term and long-term operations and reward them over and above others. These positions need to be placed in the region of 75th percentile or even higher in order to retain the talented people. This argument is based on the premise that it is very costly to the enterprise when talented employees part company (Risher, 2008). The reality is that a number of enterprises have accepted the phenomenon that the market sets the salaries for talented employees. However, market-based pay systems are, by and large, job oriented. This is because jobs do form the basis on which remuneration is determined and compared (Mitra, Gupta & Shaw, 2011, citing Dulebohn & Weling, 2007; Milkovich & Newman, 2005).

Types of Pay Systems under Market Orientation

There are basically two types of pay mechanism under the market pay system, namely job-based compensation and skill-based compensation.

i. Job Based Compensation

Job based compensation is classified as the traditional approach in compensation. In this approach, employees are rewarded for the job position held. The pay is determined on the basis of the position and not on output or performance generated (Mitra et al., 2011).

ii. Skill Based Compensation

This pay system is a total departure from the job-based compensation. The system evolves on the skills of the employee. The rationale is to propel skill development with the agenda to sustain multi-skilling. Skills form the basis of pay for every job an employee can undertake. It is estimated that fifty per cent (50%) of the enterprises in United States of America have adopted the skill-based pay system. However, scholarly investigations to determine the benefits of skill-based pay, from a business perceptive, are not forthcoming (Mitra et al., 2011, cited in Shaw & Gupta, 2001). Skill based pay systems are basically designed to evolve high employee flexibility in enterprises. When an employee possesses skills to perform a number of different tasks, then the enterprise is in position to guard against workflow interruptions as a result of turnover. Therefore, besides basing on markets rates as the mode of rewarding employees, there is also a need on the part of the enterprises to take into account the skill endowment (Mitra et al., 2011 citing Shaw & Gupta, 2001). Hence, this study attempted to ascertain the degree at which medium sized enterprises in Uganda adhered to the market oriented rewarded systems.

How to ascertain that the enterprise pays rates payable are market driven

For the enterprise to be sure that the pay rates deployed therein are market driven, the most used approach is to compare the current compensations with those of other enterprises. In this way, the enterprise is comparing with peer groups of similar enterprises in the industry or sector. A number of enterprises hold the management assertion that benchmarking is the most efficient mechanism to reward talented people in a competitive business environment. There is a high conviction amongst enterprises that by benchmarking, they are in position to pay competitive reward packages and this has a positive impact on retention of highly required talented and skilled human resources who are capable to propel enterprise competitiveness (Bizjak, Lemmon & Naveen, 2008).

Bizjak et al. (2008) argued that the power of benchmarking pay packages was illustrated by a study which reviewed compensation committee reports using the Execucomp database for the period 1992 to 2005. It was established that executive officers whose pay packages were below the market or group median received pay adjustments. The study concluded that the effect of peer group benchmarking on changes in pay was relatively greater than any changes in reward systems. These results are in line with the argument that enterprises do benchmark

in order to attract and retain the required human capital. The study also revealed that there is a relationship between pay and turnover of talented people. There is a high propensity for enterprises to experience turnover when the pay is below the peer median. This means that when the concerned employees are accorded pay increases in order to match the peer median, the propensity to leave the enterprise decreases. Based on this analysis therefore, it is logical to say that medium sized enterprises in Uganda are duty bound to compare pay packages with peer enterprises in order to ascertain the level of pay with the view to attract and retain the required talented people. Therefore, those responsible for managing the human resource function in these enterprises need to be in position to collect and analyse data and related information connected with pay packages of peer group enterprises. The fundamental question to be answered is: Do the medium sized enterprises in Uganda benchmark their pay packages with peer enterprises as a strategy to align reward in order to attract and retain talented people? This investigation endeavoured to provide the answer.

One of the drawbacks of benchmarking pay packages is that peer group pay comparison does not reveal which component or percentage of the pay is a result of high performance. However, competitive benchmarking is of value because it assists the enterprise to establish market pay packages with the view to attract and retain the talented people who are critical for value addition and enterprise competitiveness. It is important to appreciate that enterprises are not only managed on the basis of economic theories. There are also motivational theories which require consideration in the process of setting and implementing reward systems (Bizjak et al., 2008; McNatt et al., 2007).

Adigüzel et al. (2010) hold the assertion that when enterprises are formulating reward systems, specifically, wages/salaries and incentives, there is a need to consider a number of factors to attract talented and highly qualified people in order to propel the enterprise forward in a competitive business environment. Hence, the rewards need to be competitive in the market in order to retain the already engaged talented employees. This implies that the rewards need to be competitive to retain existing talents in the enterprise with the view to sustain competitiveness. In case this is not achieved, the enterprise is likely to experience the negative consequences of employee turnover. The rewards need to be motivational enough to impact on the overall behaviour of employees, in terms of good performance, application of experiences and to be eager to take up higher responsibilities. In addition, the pay accorded to employees needs to enhance high performance of the enterprise. Employees need to be made

to focus on the short term and long-term strategic objectives of the enterprise.

Based on the above analysis of pay and what an enterprise has to address, this study sought to investigate the extent to which the reward systems of medium sized enterprises in Uganda are aligned to the said factors. Fundamentally, the study attempted to establish whether or not the reward systems in medium sized enterprises in Uganda are competitive to attract and retain talented people in order to attain strategic business objectives.

Performance Management Reward Systems in Enterprises

In this globalised world, enterprises are searching for ways to improve employee productivity in order to sustain competitiveness. In this dimension, one of the most popular approaches adopted is pay for performance (PFP), at times known as Performance Related Pay (PRP). PFP and PRP refer to the same reward system. PFP is a compensation mechanism where the employee is remunerated systematically in accordance with output (Gielen, Kerkhofs & Ours, 2010; Cadsby, Song & Tapon, 2007). The PFP system is by and large embedded in the expectancy theory. The expectation theory asserts that employees will put in more energy when they expect their efforts to result into an outcome that they value. In relation to PFP, employees are deemed to work harder and produce more if they are to be financially rewarded and they are convinced that the said reward truly represents their efforts. Therefore, when the enterprise expects a higher level of productivity, it implies a relatively higher expected pay for performance earning and hence a higher risk premium (Perry, Engbers & Jun, 2009; Perry et al., 2009; Van Eerde & Thererry, 1996; Cadsby et al., 2007).

Mujtaba and Shauaib (2010) asserted that in order to have meaning and to propel the enterprise in the required competitive direction, the performance-based reward system needs to be considered fair or to be taken to be fair in the minds and eyes of the employees receiving the reward. Therefore, when the reward is highly valued by employees, chances are, they will put in more effort, leading to high performance of the enterprise and vice versa. It is also advanced that the PFP system is also rooted in the reinforcement theory. This theory speculates that there is a relationship between preferred behaviours, for example performance, and the consequences, for example, pay. It is argued that reward can be applied to generate the preferred behaviour such as high performance (Perry et al., 2009). Beer and Cannon (2004) stressed that the advocates of PFP hold the belief that traditional compensation plans are at times a roadblock to efforts made by enterprises to improve performance. This is

because the traditional compensation plan does constitute inherent shortcomings. For example, pay is translated into an entitlement; basic pay is linked to the position and not to the level of performance; and increments are not linked to employee performance.

Adigüzel et al. (2010) emphasised that in the PFP system, the performance of one employee is aggregated with that of other employees in order to arrive at the overall performance of the enterprise. On this basis, the enterprise adopts individual performance related pay with the view to have a behaviour where the employee accords due attention to the assigned task with the objective to enhance overall productivity. Therefore, the performance pay system is designed to ensure that the enterprise is performance driven. PFP underpins that for the enterprise to be successful, there is a need to concentrate on the results and not on the means of attaining the said results. This assertion strengthens the argument that PFP is based on the assumption that there is high probability that the enterprise will experience high performance if the employee productivity increases one by one.

In the same vein, Mujtaba and Shauaib (2010) emphasised that enterprises are very keen to implement performance related pay because of the associated benefits. However, performance reward schemes work better in the manufacturing sector. This assertion is in line with the argument that PFP programs are likely to be implemented in large enterprises and those in construction related ventures. This is attributed to the ability to measure output. In sectors where output is a bit difficult to measure, as is the case of the health sector, PFP systems are likely to be difficult to implement (Gielen, Kerkhofs & Ours, 2010). Adigüzel et al. (2010) argued that in the PFP system, the premium and the level of salaries are determined after a total evaluation of employee performance in accordance with the set targets. It is held that PFP enhances employee productivity due the fact that price rates can be applied as a controlling instrument for the support of the talented employees. This approach also upholds employees to apply the right amount of effort. By implementing PFP, an employee obtains a share from increased performance in terms of service or production. In this way, the enterprise makes a distinction between high performers and low performers. In order for the enterprise to develop a linkage between performance and reward, it is important that due consideration is accorded to a number of variables. For example, the relationship between performance and reward needs to be viewed from the perceptive of the individual, group and enterprise performance; the use of a measure needs to be taken into account and clearly understood by all the concerned players; and the payroll of the enterprise needs to be monitored from time to time (Adigüzel et al., 2010; Gielen et al., 2010).

Booth and Frank (1999) and Torrington (1992) stressed that the main objective for enterprises to adopt PFP is to emphasize employee innovativeness and responsibility. This pay system reveals to employees that the necessary and sufficient condition for engagement is not in-service compliance, blue eye, leadership skills but performance. This statement endeavours to explain why positions in enterprises designed with PFP tend to attract employees who are talented, with the ability to deliver the required results and propel enterprise competitiveness. The general practice amongst enterprises is not to place all positions under the PFP regime. Some jobs are placed on PFP scheme because of defined business advantages. The rationale is that by rewarding employees differently, on the basis on their performance, it encourages and motivates them. Consistently, employees stimulate greater effort and output (Adigüzel et al., 2010; Bozionelos et al., 2007; Booth et al., 1999). Furthermore, in order to attract the required talents, skills and abilities to sustain enterprise competitiveness, high performing employees are likely to choose to pay for performance reward systems while those employees who are less productive, are willing to accept the fixed salary compensation option (Cadsby et al., 2007). Hence, enterprises view PFP as a springboard to attain strategic business objectives. This is because it endeavours to attain a union of interest between the employees, the enterprise and the shareholder in as far as attainment of strategic objectives is concerned (Bozionelos et al., 2007; Morris & Fenton – O’Creevy, 1996) to ensure that each business unit makes a contribution towards the success of the enterprise (Adigüzel et al., 2010, citing Bingol, 2003).

Adigüzel et al. (2010) pointed out that although some positions are usually placed under PFP system because of the economic advantages, the application and efficiency of the individual performance related pay system highly depends on the performance evaluation systems adopted in enterprises. It is the way the employees are assessed in terms of performance which is the governing principle. Basically, it is the performance assessment system which makes PFP a comprehensive business element in the enterprise and causes an easy understanding between the employees and employers.

To a very large extent, PFP is viewed as the best reward system in enterprises. This is attributed to the belief that it brings justice and fairness in the reward management system. It endeavours to facilitate justice between the employer and the employees. There are numerous advantages outlined by scholars arising out of PFP. For example, performance assessment

results into increasing work speed by the employee. In the process, the employees become experts, and this enhances output. It is advanced that this improved output is a fundamental aspect in sustaining enterprise competitiveness. As the individual performance increases, team performance is also expected to follow suit. By rewarding high performers, their motivation is held in high spirit. This assertion is supported by research which concluded that overall performance increased by thirty per cent (30%) in those enterprises where PFP was adopted compared to those which did not. PFP is also fundamental in propelling change in the enterprise working culture. It is a change management phenomenon because it motivates employees and causes an understanding that employment is a result of performance and not longevity of service; the PFP system sends a strong signal to low performers that high performance is the basis of their employment in the enterprise; and when the high performers are rewarded on the basis of performance, then the enterprise can be classified as having a fair reward system (Adigüzel et al., 2010). For the enterprise to achieve the above advantages of PFP, it is critical that the top managers are rewarded on the basis of performance. This is because the managers of enterprises have great prudence over management and it is difficult to closely monitor their performance. In case the managers perform better, then the enterprise will be better, in terms of overall performance (Morris & Fenton - O'Creevy, 1996). Furthermore, PFP emphasises performance and overtime; it transforms itself as a cultural based strategy rather than a method for managing employee payments. This calls for management commitment which needs to be non-breakable in all aspects and always requires to be reflected in management behaviour in the enterprise. This explains why PFP is viewed as a culturally based strategy rather than a method for managing employee pay. Experience has shown that implementing PFP is usually an expensive venture to enterprises. This is because managers are unwilling to annoy any of their subordinates because of low performance assessment. This argument affirms that the line managers determine the direction of PFP in enterprises (Morris & Fenton – O'Creevy, 1996; Torrington, 1992).

3.6.16. Agency Theory and Stock Options

The origin of the agency theory is traced in the 1960s and 1970s when economists investigated risk sharing amongst the business community. They revealed that there were risk-sharing problems, as those that are likely to emerge when two parties or more are working to achieve distinct business goals. This is because there is a high tendency for the concerned parties to have varying attitudes and challenges. It is this variation in attitudes which forms the basis of the agency theory (Eisenhardt, 1989; Jensen & Meckling, 1976).

Eisenhardt (1989) advanced that the agency theory is mainly attributed to resolving problems which are deemed to occur in agency working relationships. These problems are basically two, namely, the aspirations and goals of the principal do conflict with those of the agent. Therefore, it is extremely difficult for the principal to know whether the working behaviours of the agent are the right ones in as far as conducting the business is concerned. Secondly, there are problems associated with risk sharing. Chuo, Fonkoua and Pollrad (2011) stressed that the agency theory, at times referred to as the principal agent model of executive compensation, evolves on the premise that the owners (principal) are not in direct control of the enterprise and this leads to the managers and talented people [agents] to take advantage of the business situation in order to gain personal benefits. The theory further illustrates that enterprises have to establish and maintain an alignment between reward and performance measures. This means that enterprises have to evolve a compensation system that links the vested interests of the managers [talented people who are referred to as agent] with those of owners of enterprises. Based on this assertion, the agency theory emphasises that there is a distinction between ownership of the enterprise and manager [talented people]. The managers do have the potential to craft conflict of interest, resulting into managers to conduct themselves in a manner which is contrary to the interest of the shareholders [principal]. The agency theory further states that the agent has varying and different attitudes towards matters related to risk. The theory re-establishes the importance of incentives and self interest in organisational thinking. It stresses that in enterprises, relationships are based on self-interest. In the agency theory, information is treated as a commodity. It bears costs and it is possible to purchase it (Eisenhardt, 1989).

In relation to the agency theory, Young (1995) advanced that in some enterprises, manager or employee employment contracts do accord them a stake in the enterprise, by linking their compensation with the performance of the enterprise. This process is actualised using stock or stock options. It is held that stock options are effective incentives to talented people [who in most cases are the managers]. This is because stock options have the ability to compel the manager to work harder and drive the stock prices up, beyond the exercise price, before his or her stock options have value. Kanagaretnam, Lobo and Mohammad (2009) stressed that one of the aims of stock options is to ensure that the behaviours of the managers [talented people] are in line with the interest of the shareholders or the owners of the enterprise. Therefore, it is of value that enterprises evolve, put in place and operationalise stock options. Stock option plans (SOPs) are seen by scholars and management consultants as an effective way to align the

aspirations of the talented employees and those of shareholders. This is based on the understanding that talented people [managers] are in position to interface their managerial wealth to the performance of the enterprise and to enhance executive equity.

The use of SOPs as a component of compensation is mainly attributed to a number of factors, for example the boom market situation of 1990s, the in-built tax benefits, the financial value of stock options in start-up enterprises and the business pressure as a result of willingness of managers to welcome SOPs. However, it is believed that the fundamental reason why SOPs are accepted is the issue of corporate governance (Pérez & Fontela, 2006). Stock options are used as compensation tools in enterprises because they are considered to be an appropriate way to synchronize the aspirations of the shareholders and that of the managers. Other scholars have advanced that stock incentives are important because they reward managers [talented people] for shareholders value creation. It is further illustrated that stock options are designed to minimise managerial opportunism and enhance shareholder wealth creation attitudes and approach in overall management of enterprises. It is strongly held that this will lead to enterprise competitiveness. There are also arguments that stock options reward mechanism is based on simplistic assessment of how managers [talented people] in enterprises make business decisions. Although a number of management practitioners and scholars do support the SOPs, there are still unresolved issues. Questions have been raised whether managers run enterprises on the basis of incentives (Booth, 2010; Sanders, 2001 citing Donaldson & Lorsch, 1983).

The agency theory considers the manager (agent) as the optimiser of wealth for the shareholders (principals) by having a strong linkage between pay and performance. This aspect, to a very large extent, explains why enterprises are, in most cases, searching for dependable and trustworthy performance assessment techniques to bind enterprises performance with the interest of the managers (Chuo et al., 2011). In specific terms, the agency theory holds that stock-based incentives are designed to motivate managers [talented people] so that they are not so much risk averse. This results in the manager taking investment decisions which will generate more shareholder wealth and consequently, increase the manager's income (Sanders, 2001). In the same vein, one of the elements of the principles of the agency theory affirms that, the agent, being the manager, has a high propensity to act in accordance with the owner personal drives (Chuo et al., 2011). Therefore, the incentives for the managers tend to operate as such: when the enterprise performs poorly, below the

expectations of the owners, the managers are in most cases fired and no benefits are rewarded. However, when the enterprise performs better, there is a high propensity that the managers will be retained. This implies that managers who are accorded a fixed salary are unlikely to take up risky but rewarding ventures for the enterprise because of fear of the consequences (Angel & McCabe, 2008). In order to align the personal interests of the managers with those of the enterprises (shareholders) and to mitigate the fears of the managers, a number of compensation options are adopted by enterprises with the view to reward the talented and high performing persons (Angel & McCabe, 2008).

Angel and McCabe (2008) stressed that a number of enterprises in different economies have evolved compensation plans which include stock options. The approach is based on the philosophy that equity-based compensation leads to greater management performance of the enterprise. This explains why the number of enterprises using option based or stock compensation has increased in many economies. For example, in the USA, the number increased by over ninety-seven per cent (97%) of every 741 enterprises. Although the use of equity or stock option compensation is on the increase in enterprises, it does not offer a standard in order to answer the fundamental question: What is the most appropriate reward structure to be adopted by enterprises? However, irrespective of the general lack of a standard, enterprises have realised that by engaging and retaining the right talents in management, a lot can be achieved in terms of enterprise performance, survival, growth development and competitiveness. This statement is validated by the leadership and guidance of Dr. McGuire. During his fourteen years tenure, the market value of United Health Group increased by over USD 50 Billion.

Besides the justification of enterprise growth and development, as the basis to reward managers and other talented people highly in terms of salaries and stock options, there is a fundamental issue of supply and demand. Angel and McCabe (2008) held that enterprises' behaviour has some similarities with sports persons. There are many sports persons who strive to reach the top. However, only a few are able to make it. Bearing this in mind, what is at stake in terms of business, the owners of enterprises rarely want to take a gamble by employing people whose talents and capabilities to propel the enterprise forward are questionable. Therefore, in most cases, the owners of the enterprises are aspiring to employ people with track records. At the same time, the supply of people with demonstrated business management experience is not forthcoming in the market. In all cases, such people are always gainfully employed. This scenario to a very great extent explains why it is necessary for the

enterprises to offer high rewards in order to induce this category of people to work and sustain enterprise competitiveness. These money makers, the talented people, are expensive to recruit and retain. Based on this business logic, to retain talented people who add value, enterprises have endeavoured to compensate them, and other employees based on the performance of the stock price. This business rationale is further emphasised and accepted because stock prices signal the market value of the enterprise and overall, it is an inductive way to show how the enterprise is operated and managed.

Although a number of enterprises have taken the route of rewarding managers and other employees using stock options, it is recognised that there are several factors which influence the value of stock of an enterprise, over and above the managerial element of top managers and the contribution of employees in strategic positions (Angel & McCabe, 2008). This argument is supported by the Capital Assets Pricing Model (CAPM). The CAPM holds that there are elements which are likely to affect the price of stock and chief among them is the return on investment [interest], resulting from investing in free risk ventures, the overall prices of stock in the market, and the return on stock emanating from other factors which are not in a way related to stock. This also contains the managerial capability of the top managers and those talents in strategic positions in the enterprise. It is estimated that thirty per cent (30%) of the changes in the price of stock is due to overall changes in the movement of stock in the market. In essence, based on the pay for performance, it implies that the pay is based on what an individual delivered. Therefore, for enterprises to compensate managers and other talented people on the basis of the influence of the factors outside their control is unfair and uncalled for. This implies that when enterprises are formulating incentive compensation schemes for talented people, it is critical that they pay them based on the overall prices of stock rise in the market, not because of their influence or control (Angel & McCabe, 2008).

What are stock options?

Sanders (2001) highlighted that there is a common understanding that stock ownership and stock options are the same concepts. However, the truth of the matter is that they are not the same in as far as the tie to wealth is concerned. For example, when managers own stock, the value of their share fluctuates in direct proportion to what the shareholder earns. At any one time, the manager's stock assortment has currency, real and immediate value which can easily be exchanged for goods and services. In the case of stock options, the manager benefits only when the shareholder stock prices increase. However, when the enterprise's stock prices

fall after the date of stock option grants, the manager witnesses no reduction in the real wealth. It is further elaborated that when the stock price is low or below the option price, the manager would not exercise the option. This implies that the option's positive payoff is zero as long as the stock price stays below the option price (Sanders, 2001 citing Wu, 1998). At the same time, option has no resale value. These are multi part reward systems. They do have various components and the design has to identify them (Sanders, 2001; Pérez & Fontela, 2006). The most commonly used options are convention options, restricted stock option and index option.

Relevance of Reward Systems to the Study

Reward management is a fundamental ingredient in talent management initiatives. Enterprises have to evolve competitive reward systems as a strategy to retain talented employees in order to sustain enterprise survival, growth, development and competitiveness. In this regard, the management literature relating to traditional compensation systems, pay for performance, the agency theory and shares to talented employees was reviewed. These aspects of reward systems were deemed relevant to the study because they provided insight on what the independent variables [managerial characteristics] have to undertake in order to influence the reward system with the view to enhance the reward characteristic of the dependent variable, talent management. Therefore, the traditional compensation system, performance related pay system, agency theory and shares to talented people were deemed relevant to the study because they informed a critical aspect, reward management, in talent management for medium sized enterprises in Uganda.

Gaps in the Reward Management Literature

The literature on reward management recognises that there is an urgent need for enterprises to competitively remunerate talented people in order to attract and retain them with the view to sustain enterprise development and competitiveness. The literature provided various approaches which enterprises could adopt in that direction. However, the researcher identified some gaps therein. For example, the literature tends to assume one model fits it all approach; that is to say, the way reward management is influenced in the large enterprises is the same way it is influenced in the medium sized enterprises. This is likely not to be the case. Secondly, besides the forces of demand and supply, management literature on reward management does not attempt to unfold other factors which are likely to influence enterprises to take a

specific direction in the reward management horizon. For example, there is no mention of the factors which are likely to influence talent management in the medium sized enterprises in emerging economies like Uganda.

3.7. Conceptual Framework of the Study: Factors Influencing Talent Management in Medium Sized Enterprises in Uganda

From the onset, management scholars have studied talent management in the SMEs and some have specifically centred on the medium sized enterprises (D'Annunizio, 2018; Cho, 2016; Kaewsaeng-On, 2016; Zamcu, 2014; Valverde et al., 2013; Yi Xue, 2014; Migiro, 2005) to mention but a few. In these studies, it is evident that medium sized enterprises are involved in varying business undertaking. For instance, it was established that Information Technology based SMEs were more inclined to talent management and human resources strategy than technical inclined medium sized enterprises. Based on these studies, the researcher induced a broader talent management question: Does the nature of the business undertaking has a bearing on talent management in the medium sized enterprise in Uganda? It was the search for this answer which persuaded the researcher to incorporate the phenomenon of Main Business in the conceptual framework of the study. Zamcu's (2014) investigations established that there was a positive correlation between the number of employees engaged in the medium sized enterprises and the direction of talent management therein. This finding implied that as the enterprises engaged more employees, their involvement in talent management activities e.g. talent identification, higher position talent development, leadership talent development and other aspects intensified. This finding raises a question in respect to generalisation: Does it hold that the number of people employed in the medium sized enterprises in Uganda has a positive correlation on talent management initiatives? Consistently, in this study, a medium sized enterprise was defined as that business entity which employs 50 to 100 people on fulltime basis (Kasekende & Opondo, 2003). Thus, the fundamental question is: To what extent does the number of people employed influences the talent management agenda in medium sized enterprises in Uganda? Is there a positive correlation between the number of employees in the medium sized enterprise and how issues pertaining to the various aspects of talent management are handled? The need to establish whether or not there are correlation between the number of employees engaged in the medium sized enterprises and talent management influenced the researcher to design the conceptual framework in that direction. Thus, the inclusion of the number of employees in the enterprise characteristics. Valverde et al. (2013) studied talent

management in small and medium sized enterprises in Spain. In this study, one of the major criteria for inclusion was the number of years the enterprise had existed in business operation. This criteria for inclusion tended to imply some underlying business dynamics. For example, this tend to reflect that there exists a relationship between longevity of the medium sized enterprises and the direction of talent management therein. Consequently, the researcher was influenced to include the years of existence of the medium sized enterprise as a factor, [enterprise characteristics] influencing talent management in the medium sized enterprises in Uganda.

Small and medium sized enterprises form the bedrock of socio-economic transformation of many nations in emerging economies. These enterprises are the axle of the African miracle (Nelson & Prescott, 2003; Rogerson, 2001; Ernst & Young, 2011; CSS, 1998; Ntsika, 1999; Gumede, 2000; Berry, Blottnitz, Cassim, Kesper & Balaet, 2002). At the same time, the medium sized enterprises are witnessing high adaptation and application of technologies with the view to sustain survival, growth, development and competitiveness, as was the case with Pharma Company, a medium sized pharmaceutical enterprise in India (Sharma & Bhatnagar, 2009). Therefore, it can be induced that technological advancement influences the wellbeing of medium sized enterprises. Given that talent management initiatives are the way to go in order to sustain competitiveness, it is logical to argue that there is a high possibility for technological advancement in the medium sized enterprises to influence the direction and dynamics of talent management. It is this probability which influenced the researcher to frame the conceptual framework that technological advancement influences talent management in the medium sized enterprises in Uganda. Scholars of talent management in medium sized enterprises tend to unfold the issue of ownership structure. For example, Cohn et al. (2005) revealed talent management initiatives in Tyson Foods, a family business enterprise located in Springdale, Arkansas, USA. Sharma & Bhatnagar (2009) studied the Pharma Company, a family owned pharmaceutical medium sized enterprise in India. As stated earlier, this enterprise adopted talent management as a strategy to improve performance of internal business processes with the view to sustain competitiveness. Tatoglu's (2016) study of talent management in emerging economies highlighted that a number of the medium sized enterprises were families owned, and the concept of "family" was dominant in shaping behaviours and business actions in relation to the talent management agenda. The researcher held the opinion that all these investigations tend to act as "predictors" that there is a relationship between the ownership structure of the medium sized enterprises and the route/direction/dynamics of talent

management therein. Consequently, the researcher framed a question - Does the ownership structure of the medium sized enterprises in Uganda influences the direction of talent management therein? The search to provide answers to the question influenced that structure of the conceptual framework of the study.

Ernst and Young (2011) baseline survey revealed that SMEs tend to follow a pattern in their choice of location in municipalities and town councils in Uganda. At the same time, Ndawula (2013) stressed that Uganda is generally a rainy country, and this explains why the agricultural sector is dominant. Therefore, it is logical to argue that medium sized enterprises located in the rural areas are mainly attracted to process agricultural products or to deal in agricultural related business activities. The fundamental question in relation to the study is that - Does the location of the medium sized enterprise influences talent management initiatives? Kaewsaeng-On (2016) established that locations of hotels had a bearing on talent management in hotels in Thailand; that is to say, those medium sized hotels located in the rural areas tended to experience unique talent identification challenges and this resulted into distinct talent management agendas. Consistently, the researcher designed the conceptual framework of this study to incorporate location, as an enterprise characteristic, which influences the direction and dynamics of talent management in the medium sized enterprises in Uganda.

The GoU took a strategic decision to intensify penetration of internet services in the country with the view to sustain enterprise growth, development and competitiveness. It is imperative to appreciate that websites are driven by internet access and connectivity. It is held that the increasing internet access has a bearing on enterprises ability to attract and retain talent people. This is due to the fact that internet access transforms internal business processes (Uganda Communication Commission, 2015; Ramachandran, et al., 2009). Based on this analysis, the researcher posed a question - Is there a relationship between internet [websites] access and talent management in the medium sized enterprise in Uganda? In the search for answers, the researcher structured the conceptual framework to incorporate website as an enterprise characteristic which influences talent management in the medium sized enterprises in Uganda. As the economies integrate in globalisation, the management approaches to enterprises, irrespective of the size, shifted its inclination from capital to people. Thus, the competitiveness of an economy is dependent on its enterprises to innovate and upgrade goods and services at affordable prices. It is through this paradigm that enterprises maximise competitive advantage (Traique & Schuler, 2010). Furthermore, it is also important to appreciate that competition is

greatly inclined to knowledge [talent] which propels the basis of growth of enterprises and a nation. It is also acknowledged that only those enterprises which will logically respond to these global facts are bound to remain in the market, irrespective of their locations and sizes (Porter, 1990). The competition of resources and talents which has unfolded management concepts like the Supply Chain of Talent Management (Cappelli, 2009), Talentship Model (Boudreau & Ramstad, 2005), Built-to- change Theory (Worley & Lawler III, 2012), and Talent Value Management Model (Joerres & Turcq, 2007), The Learning Curve (Newbold, 2010), Talent Development Survey (Blass & April, 2008), Talent Development Framework (Haskin & Shaffer, 2010), Five Key Principles for Talent Development (Pruis, 2011), Techniques for Developing Potential Leaders in Enterprises (Fulmer, Stumpf & Bleak, 2009), the Human Capital Planning Model (Ruse & Jansen, 2008), the Concept of Brand Talent Developers (Smallwood & Ulrich, 2007), the Development Pipeline Architecture (Gandz, 2006) and others with the view to assist enterprises sustain competitiveness through people. Consistently, the researcher framed the conceptual framework of the study that level of competition influences the direction and dynamics of talent management in the medium sized enterprises in Uganda.

The general consensus amongst owners and managers of enterprises is that talented people are the source of value creation, enterprise performance and competitiveness. Talented people do propel productivity improvements, quality assurance and innovations [development of new product and services] which in turn converts into customer consumption, improved sales and revenues, expanded market share, and enterprise competitiveness and performance (McCauley & Wakefield, 2006; Axelrod Grobler & Diedericks, 2009). From the onset, this management literature indicates that there is a symbiotic relationship between enterprise performance and the quality of people engaged, its ability to attract and retain and the management systems employed therein. Axelrod et al. (2002) illustrated that below average performers have the tendency to aim low in their day to day business operations. This behavioural aspect to internal business processes has negative effects on the overall performance scale of every employee in the enterprise. Consequently, the enterprise registers low performance and its competitiveness is negatively affected. Because of this fundamental aspect of enterprise management, the researcher designed the conceptual framework of the study to address the issue of performance rating of the enterprise and talent management initiatives. Specifically, the study was framed to address the issue: Does the performance of the medium sized enterprises influences the direction and dynamics of talent management therein?

The built to change theory (Lawler III and Worley, 2012) and techniques for developing potential leaders in Enterprises (Fulmer, Stumpf & Bleak, 2009) stresses that leadership style adopted in the enterprise influences the direction and dynamics of leadership development, a component of talent management. It is the leadership style therein which is responsible for the development of future enterprise leaders, who are in short supply (Lawler III and Worley, 2012). The talent value management model advances that most enterprises stress that people are the most valuable resource towards business success, but the significance of such people is not well factored in the business equation. The model attributes this challenge to the way the enterprises are structured (Joerres & Turcq, 2007). In addition, the researcher holds the opinion that the baseline to the challenge of not according talented people a high valuation can easily be attributed to business leadership. It is the leadership of the enterprises which has to play a leading role in restructuring the enterprises from a traditional setting. Blass and April (2008) emphasised that talent development originates and is sustained by the way the enterprise allocates time and financial resources to manage its people. Therefore, it is logical to advance that the leadership style adopted in the enterprises is pivot to the way resources are allocated and the direction of talent management. It is the leadership style which is the bedrock of leadership development and reward management, cohort of talent development, talent development for the hard to fill position and the whole spectrum of talent development (Newbold, 2010; Blass & April, 2008; Haskins and Shaffer, 2010). These management facts induced the researcher to conceptualise that leadership influences the direction and dynamics of talent management in the medium sized enterprises in Uganda. This explains the inclusion of leadership in the conceptual framework of this study.

Several management scholars who have investigated talent management in SMEs tend to incorporate the owners in the equation. For example, Kaaewsaeng-On (2016) studied talent management in the hospitality sector of Thailand. In this investigation, the perception of the owners, line managers, human resources professional and supervisors were analysed in relation to various aspects of talent management. Specifically, the owners' viewpoint was taken seriously because of its high ability to influence the dynamics and direction of talent management. Similarly, Chung and D'Annunzio-Green (2018) studied talent management practices in the hospitality sector. Owner-managers of the enterprises were interviewed in order to ascertain their view points in as far as talent management is concerned. Valverde et al. (2013) investigated talent management in the Spanish medium sized enterprises and the owners' viewpoint on talent management were sort. It can easily be induced from these studies that

owners of medium sized enterprises are involved in the day to day running of the medium sized enterprises and this influences the direction of talent management. This conclusion is consistent with the case of Pharma Company, a family owned medium sized enterprise in India, similar to those in Uganda. As stated early, the owners participated in day to day management and they had fundamental contribution to the dynamics and progression of talent management therein. Based on these studies, the researcher came to a conclusion that it was critical to investigate owners participation in day to day management of the medium sized enterprise in Uganda because of the likely impact on the direction and dynamics of talent management therein. Consequently, the owners participation was framed as an integral part of the conceptual framework of this study.

Management scholars, Ramachandran et al. (2009) stressed the relevance of academic attainment of the owners and managers to the start-up and eventual expansion and development of indigenous enterprises in Africa. It was analysed that there tend to be a relationship between university academic attainment and enterprise growth and development. Consistently, the researcher framed the conceptual framework to incorporate the academic attainment of the General Manager and that of the Assistant General Manager as independent variables which influences the direction and dynamics of talent management in the medium sized enterprises in Uganda.

In this study, the dependent variable is talent management. The adopted definition of talent management stresses the organized manner people are attracted, identified, development, retained and utilized in enterprises with the view to sustain enterprise survival, growth, development and competitiveness (Yarnall, 2011). Consistently, the researcher framed talent management to include fundamental aspects like talent identification, aspects of talent development, for example talent development for hard to fill positions, higher position talent development, cohort of talent development and talent utilisation. From another perspective, the researcher considered the reviewed literature on talent management. For example, literature emphasised talent identification (Cappelli, 2009); hard to fill position (Joerres & Turcq, 2007); higher position talent development (Blass & April, 2008); cohort of talents (Cappelli, 2009); talent utilisation with the view to sustain enterprise survival, growth, development and competitiveness (Ruse & Janesn, 2008); reward management (Lawler 111 and Worley, 2012). All this management literature influenced the researcher to frame the dependent variable, talent management with the said components.

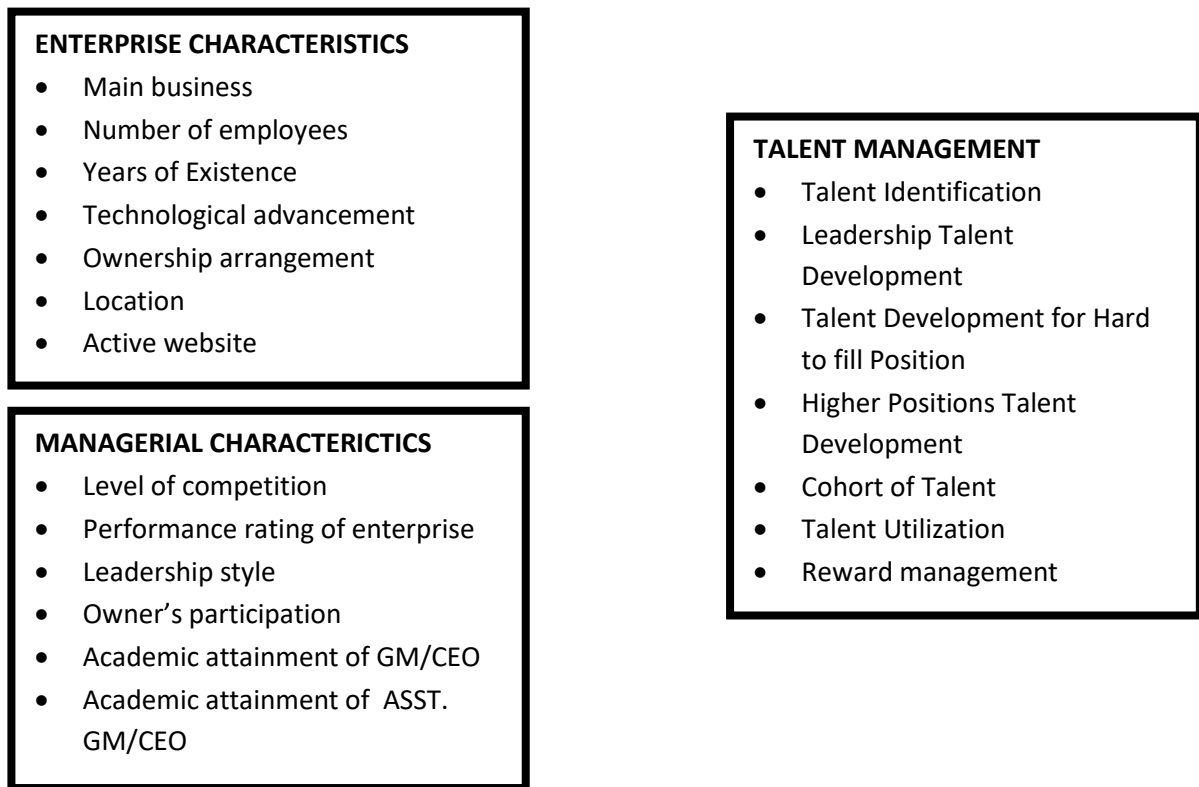


Figure 2: Conceptual Framework

Source: Author

The conceptual framework implies that enterprise characteristics and the managerial characteristics directly influence and determine the direction of how the seven constructs; that is to say, talent identification, leadership talent development, talent development for hard to fill positions, higher position talent development, cohort of talent, talent utilisation and reward management are informed/influenced or handled in the medium sized enterprises in Uganda. Consequently, the conceptual framework of the study of a model of talent management in the medium sized enterprises in Uganda was presented. The framed conceptual framework informed the research questions of the study.

3.8. Summary of the Chapter Three

The chapter began by providing literature review on the concept of small and medium sized enterprises, the concept of talent management, the concept of talent, the value of talent management concept and the approaches to talent management. This was done to appreciate and to lay a firm foundation for the theoretical framework of the study. All this was done

with the view to position the medium sized enterprises in the horizon of talent management as a strategy to kick start the whole process of answering the research questions. The theoretical framework of the study included various theories, concepts, principles and perceptions in relation to talent management. This was done in order to zero on relevance with respect to medium sized enterprises. The researcher recognises that the vast literature on talent management incorporated in this chapter was developed or structured for application in enterprises in the developed economies and the question in the review and the study at large was, “how applicable is the management literature to medium sized enterprises operating in resource constrained economies like Uganda?” The theoretical framework of the study opened up with the supply chain of talent management (Capplelli, 2009). Literature on reward management encompassed the financial reward on the basis of economic theory (McNatt, Glassman & McAfee, 2007), performance management reward systems (Perry, Engbers & Jun, 2009; Perry et al., 2009, cited in Van Eerde & Thererry, 1996; Cadsby et al., 2007) and the agency theory (Eisenhardt, 1989; Jensen & Meckling, 1976). The literature on reward management recognises that there is an urgent need for enterprises to remunerate their talents well in order to attract and retain them in the competitive business environment. The literature provided various approaches which enterprises could adopt in that direction. Lastly, the researcher viewed all the literature under consideration to be more relevant to enterprises in the developed economies. However, this study was conducted in Uganda, a developing economy and the question remained to be answered whether or not the management literature was relevant.

The next chapter centred on research design and methodology.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.1. Introduction

This chapter provides the research design and methodology that was adopted for the study. As stated earlier, the main purpose of the investigation was to develop a model for talent management applicable to medium sized enterprises in Uganda, with the view to attract and retain talented people in order to accelerate enterprise survival, growth, development and competitiveness. The specific objectives of the study were to ascertain whether medium sized enterprises in Uganda identify talented people; to determine how medium sized enterprises in Uganda develop talented employees to enable such employees to take up leadership positions in the foreseeable future; to establish how medium sized enterprises in Uganda develop talented employees to enable such employees ascend to the hard to fill positions in the foreseeable future; to ascertain how medium sized enterprises in Uganda develop talented employees to enable such employees take up higher positions in the foreseeable future; to establish whether medium sized enterprises have in place a cohort of developed people who are in position to immediately fill up any vacant posts when demand crops up in order to sustain enterprise survival, growth, development and competitiveness; to identify how medium sized enterprises in Uganda utilize talented people in relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness; to establish the degree to which the reward management for talented people in medium sized enterprises is competitive; and to develop a model for talent management towards retention of talented employees in medium sized enterprises in order to sustain enterprise survival, growth, development and competitiveness (e.g. for a developing country such as Uganda).

4.2. Main Research Question

The researcher used the main objective of the study to generate the main research question: Do medium sized enterprises in Uganda employ a model for talent management? For purposes of progression in the investigations with the intention to answer the main research question, the researcher framed relevant sub questions. It was anticipated that by providing answering to the

sub questions, the main research question would be addressed. The following sub questions were structured:

Research Question One:

Do medium sized enterprises in Uganda identify talented people?

Research Question Two:

Do medium sized enterprises in Uganda develop the identified talented employees to enable them take up leadership positions in the foreseeable future?

Research Question Three:

To what extent do medium sized enterprises identify talented people to enable them to ascend to hard to fill positions in the foreseeable future?

Research Question Four:

Do medium sized enterprises in Uganda develop the identified talented employees to enable them to take up higher positions in the foreseeable future?

Research Question Five:

To what degree do medium sized enterprises develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness?

Research Question Six:

How are talented people utilized in medium sized enterprises in Uganda in relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness?

Research Question Seven:

To what degree is the reward management for talented employees in medium sized enterprises competitive?

In order to make progress, the subsequent sections of this chapter mainly provide a detailed research strategy and methodology adopted for the investigation. It was anticipated that these strategies and methodologies were sufficient to traverse the researcher in the attempt to answer the stated research questions and subsequently to develop the required talent management model for the medium sized enterprises in Uganda.

4.3. Research Design (Strategy)

Contemporary researchers hold the view that every category of empirical research has an implied or a clear research design embedded. A research design is the logical order that links empirical data to the stated research questions and finally to the conclusions. This implies that a research design is the broad plan for the study. It enables the researcher to structure how answers are to be provided to the specified research questions. In addition, the research design is associated with the research objectives of the study. In most cases, the research objectives are derived from the research questions. By implication therefore, a research design indicates the methods to be applied in order to collect appropriate data for the investigations, the likely constraints to be encountered in the course of the investigations, and the matters pertaining to ethical considerations are analysed and documented in the design framework (Saunders, 2011; Yin, 2003).

Related to the above definition of research design, Leedy & Ormond (2013) argued that for a researcher to investigate a phenomenon, it is critical that a research design is formulated and systematically utilized. This is because a research design details the structure and procedures the researcher followed in order to accomplish the study. For example, the research design shows how the researcher embarked on data collection and data analysis. It also indicates how the researcher intended to conduct him or herself in the process of carrying out the investigation. Based on this analysis, the researcher strived to provide a detailed research design for the study herein under. In order to make progress in research design, the researcher reviewed the research study descriptions as indicated in the onion below, with the view to logically adopt the most appropriate research design for this investigation of talent management.

4.4. Research Taxonomy for the Study

Creswell (2003) advanced that the choice of the most appropriate research strategy and data collection method for an investigation largely depends on the logical appraisal of the research process. In this regard, Saunders (2011) provided an analysis of the research taxonomy through an application of an onion. Each layer of the onion represents a distinct research process and it is necessary that the researcher adopts the most appropriate one for the study. The researcher felt that it was important to have a brief analysis of research taxonomy in order to guide the whole process of research design (Figure 3).

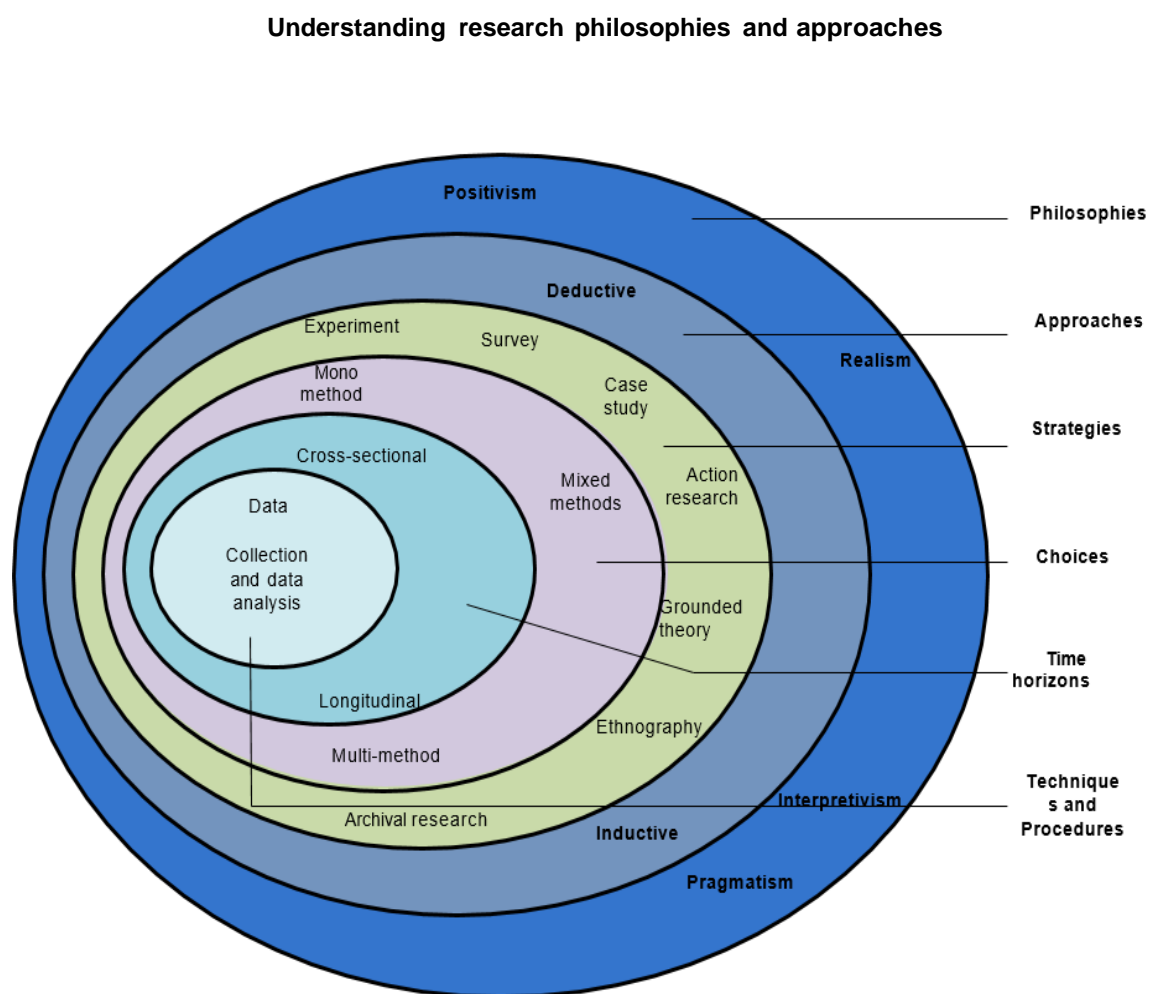


Figure 3: The research onion

Source: Saunders (2011).

The second layer of the onion depicts the approaches a researcher could adopt in order to accomplish an investigation. Saunders (2011) emphasised that in the majority of academic studies, theory is an integral part and its application differs. Therefore, it is on the basis of the theory that fundamental questions about research design in terms of deductive and inductive approaches, as indicated, in the onion are raised. This implies that the researcher has a duty to justify the approach to be adopted for the study. In the case of deductive approach, the researcher tests a theory and does equivocate from theory to data. On the other hand, when the inductive approach is applied in the investigation, the researcher collects data and develops a theory as a consequence of data analysis (Saunders, 2011). Besides the definitions, an illustration of the difference between deductive and inductive approaches to research design is provided in the summaries in table 2: This was done in order for the researcher to select the most appropriate research design, based on logical parameters.

Table 2: Summaries of the Differences between Deductive and Inductive Approaches to Research Studies

S/No	Deductive approach	Inductive approach
1	Scientific values are an integral part of the research.	The researcher does gain a clear understanding of the meaning of human's attachment to events.
2	The research tends to oscillate from theory to data.	The researcher takes a close understanding of the research phenomenon.
3	The study endeavours to provide meaning of causal relationships between variables	
4	Quantitative data is collected for the study.	Qualitative data is dominant.
5	The researcher applies control mechanism in order to enhance validity of data.	A flexible structure to allow changes in the course of the study is adopted and acceptable in the whole process.
6	Concepts are operationalized in order to maintain precision of definitions and consistency.	
7	A well-structured approach for the study is adopted.	
8	The researcher is independent of the phenomenon being studied.	The researcher is part and parcel of the phenomenon being studied.

9	A sufficient sample of the population is selected to enable generalisation of the findings.	Little or no emphasise is put on generalisation of the findings.
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Source: Saunders (2011) and Creswell (2003)

The researcher considered the above analysis in respect of deductive and inductive approaches to investigations with the intention to adopt the most appropriate approach for the study. Having evaluated the dimensionalities of the deductive and inductive approaches to research studies, the researcher adopted the deductive approach for the study of a talent management model for medium sized enterprises in Uganda. In specific terms, the deductive approach was adopted for the study because of the need to establish and explain the causal relationships between the variables pertaining to the phenomenon of talent management and to develop a model for talent management in respect of medium sized enterprises in Uganda. The deductive approach was also adopted for the study because quantitative data was to be collected and analysed in order to disclose how talented people are managed in medium sized enterprises in Uganda. In addition, the researcher was independent of the phenomenon being studied and this played a fundamental role in the selection process of the deductive approach for the investigation. Lastly, consistent with the details in Table 2 above, a significant sample of medium sized enterprises was selected for the study through a well-developed and documented research mechanism. The results obtained did allow for generalisation of findings and this was also a contributor to the adaptation of the deductive approach for this study.

4.5. **Research Approaches for the Study**

There are three common approaches used by researchers in order to conduct and conclude research studies. These are quantitative (positivist), qualitative (interpretive) and mixed approach. By and large, researchers typically select the quantitative approach to respond to research questions requiring numerical data. The qualitative approach is basically adopted for research questions requiring textural data and the mixed methods approach is for research questions requiring both numerical and textural data (Williams, 2011). Basically, Quantitative research is an approach for testing objective theories, by examining the relationships among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. The final written report has a set structure consisting of introduction, literature and theory, methods, results, and discussion

(Creswell, 2014; Williams, 2011). On the other hand, qualitative research is the unfolding (describing) model that occurs in a natural setting. It enables the researcher to develop a level of detail from high involvement in the actual experiences. This research approach involves purposeful use for describing, explaining, and interpreting collected data (Williams, 2011). Nassaji (2015) explained that qualitative research is more holistic and often involves a rich collection of data from various sources to gain a deeper understanding of individual participants, including their opinions, perspectives, and attitudes. Qualitative research often involves an inductive exploration of the data to identify recurring themes, patterns, or concepts and then describing and interpreting those categories. In this research approach, the data collected qualitatively can also be analysed quantitatively. This migration happens when the researcher first examines the qualitative data thoroughly to find the relevant themes and ideas and then converts them into numerical data for further comparison and evaluation. Based on this brief analysis of the approaches, the researcher was charged with the responsibility to select the most appropriate approach for the study with the view to accomplish it as planned.

4.5.1. Mixed Approach

In this study, quantitative and qualitative data was collected and analysed with the view to accomplish the assignment. Qualitative data tended to be open-ended without predetermined responses while quantitative data included closed-ended responses through the use of a questionnaire. The value of mixed designs is that that all methods have bias and weaknesses, and the collection of both quantitative and qualitative data neutralises the weaknesses of each form of data (Creswell, 2014). Rajasekar, Philominathan and Chinnathambi (2006) indicated that fewer researchers have experience with mixed method research synthesis than mixed method research at the primary empirical study level. The limited amount of published mixed method research synthesis and the number of researchers experienced with the mixed methods research synthesis and methodology reflects a minimum number of experts. This makes it problematic for researchers to follow when looking for best practices. However, there are many advantages for conducting a mixed method research synthesis. Most important is the possibility of enhanced understanding of a phenomenon being studied by combining quantitative and qualitative primary level findings and the two distinct research methods. Research can result in complementary findings and stronger results by combining quantitative and qualitative methods in a single synthesis.

Venkatesh, Brown and Bala (2013) identified seven purposes for mixed research approach adaptation in an investigation. These are namely: complementarity, completeness, developmental, expansion, corroboration/confirmation, compensation, and diversity. Complementarity is concerned with the need to obtain mutual viewpoints about similar experiences or associations. Completeness is about ensuring that total representation of experiences or associations is attained. Developmental is about building questions from one method that materialise from the implications of a prior method or one method presents hypotheses to be tested in a subsequent method. Expansion relates to clarifying or elaborating on the knowledge gained from a prior method. Corroboration/ Confirmation relates to evaluating the trustworthiness of inferences gained from one method. Compensation is about countering the weaknesses of one method by employing the other. On the other hand, diversity is about obtaining opposing viewpoints of the same experiences or associations. In the same horizon, Cronholm and Hjalmarsson (2011) advanced that mixed research design has a number of strengths. *One*, words, photos, and narratives can be used to add meaning to numbers while numbers can add precision to words, photos, and narratives. *Two*, they can handle a wider range of research questions because the researcher is not limited to one research design. They can present a more robust conclusion. *Three*, they offer enhanced validity through triangulation (cross validation). *Four*, they can add insight and understanding that might be missed when only a single research design is used. *Five*, they can increase the capability to generalize the results compared to using only qualitative study designs.

On the other hand, Cronholm and Hjalmarsson (2011) identified some weaknesses of the mixed method research. *One*, they can be difficult for a single researcher especially when the two designs are best used concurrently, in this case the study might require a research team. *Two*, they can be more time consuming and expensive when concurrency is involved. *Three*, they require that the researcher(s) learns multiple methods to combine them knowledgeably, defend the use of multiple methods, and utilized them professionally. *Four*, they are not without conflict because methodological purists maintain that researchers should work within either a quantitative or a qualitative research design never mixing the two designs in a single study. The researcher considered the said purposes and weaknesses of the mixed research design and maintained that it was the most appropriate for the study of talent management in the medium sized enterprises in Uganda. The mixed approach was adopted because the researcher aimed at maximising the strengths of the approach and to have a more complete picture of the phenomenon being studied. Secondly, the approach was adopted because the

research questions for the investigation fitted in it. The research questions required quantitative analysis and perception [qualitative data] in order to have meaningful analysis and conclusions.

4.6. Intentions of the Study and Research Design

Scholars hold that research studies are mainly conducted for different intentions and this has a fundamental bearing on the research design. Based on this logical analysis, there are numerous research strategies which a researcher can adopt in order to appropriately accomplish a research study. However, in most cases, the rationale of a research investigation is mainly structured into three categories, namely exploratory, descriptive and explanatory research (Neuman, 2013). The researcher analysed literature in relation to the three research designs and the summaries are detailed in table 3 below. Moving forward, the researcher took a critical analysis of the three categories in order to place the study of talent management in medium sized enterprise in Uganda in the right category of the research design. In the process, the researcher concluded that the descriptive research design was the most appropriate for the study and adopted it. This research design conclusion was arrived at because the researcher had already developed a structured aspect of the phenomenon of talent management as detailed in the background aspects [chapter one] of the thesis. At the same time, the researcher questions to be answered by the study were also developed and the intention of the investigation was to provide a comprehensive answer to the main research question: Do medium sized enterprises in Uganda employ a model of talent management? In conclusion, this study on talent management in respect to medium sized enterprises in Uganda was conducted on the premises of a descriptive research design.

Table 3: Summary of the differences between Exploratory, Descriptive and Explanatory categories of Research Design

S/No	Exploratory Research	Descriptive Research	Explanatory Research
1	In the process of the conducting the investigation, the researcher comes with the underlying facts and background information surrounding the phenomenon.	Does avail a comprehensive, Reliable and accurate depiction of the phenomenon under consideration.	Basically, applied to test a theory's predications and governing values.
2	The investigator is able to formulate a general perception of the conditions related to the phenomenon.	The design does fine new data. In most cases, the new data provides disagreements with the past data.	Detailed underlying aspects of the theory are explained or tabled.
3	Formation of research questions to be used in future investigations is conducted	Formulates sets of categories and categorizes them	Applied in order to subject a particular theory to new issues or
4	Breed new ideas about the phenomenon under consideration in terms of hypothesis, assumptions or research questions.	Categories sequence of fields.	Provides details which hold or disprove an explanation or prediction in relation to a defined phenomenon.
5	The researcher ascertains the possibility of understanding the investigation	Provide details of casual means or processes	Creates associations between themes, attributes or topics to the basic doctrine
6	Develops approaches or techniques for data location and analysis.	Does provide details related to settings or background	Establishes the paramount explanation among the many.

Source: Neuman (2013) and Saunders (2011)

4.7. Research Strategy for the Study

Leedy and Ormord (2013) advanced that there are a number of research approaches or strategies which a researcher can employ in order to logically conduct and conclude a research project. Chief among these strategies are experiment, case study, action research, grounded theory, ethnography, archival research and survey. A summary description of each of the research strategy is provided in table 5 below. The summary was extracted and presented in

order to enable the researcher to evaluate each of the research strategies with the view to select the most appropriate strategy for the study.

Table 4: Research Strategies and Characteristics

S/ No	Research Strategy	Characteristics of the Methods and the Research Goals
1	Experimental Research	Participants are randomly selected and placed in groups. Basically, one group is controlled and the other one (experimental group) is subjected to interventions. In the course of the experiments, the researcher observes or measures or analyses the effects of the interventions, whether there are significant differences between control and research groups.
2	Case Study	This is principally a qualitative based research. The researcher collects comprehensive data in relation to a single individual or a phenomenon with the objective to have an understanding of the unknown or those aspects where information is limited.
3	Action Research	This type of research is designed to come up with a solution pertaining to a local problem being studied.
4	Grounded Theory	This is a qualitative research approach designed to develop a theory through the application of numerous stages of data collection and interpretation.
5	Ethnography	A research study designed to cause an in-depth understanding of an intact cultural group more so, in its natural form.
6	Archival	The researcher uses administrative records and related documents as the main source of data for the investigation. Data therein is collected and analysed for purposes of completing the research project.
7	Survey	Designed to ascertain incidence, frequency and distribution of defined characteristics in a population. Mainly applied in business management, sociology, and government-based studies.

Source: Leedy and Ormord (2013)

The researcher considered the research strategies stated in table 4 above in order to select the most appropriate one for the study. As part of the evaluation procedure, the researcher took into account the stated research objectives, the research questions and available literature on talent management in the context of medium sized enterprises in developing countries. It was established that specific literature on talent management in the context of medium sized enterprises was lacking (Cook et al., 2014; Jackson, 2010). The researcher also analysed and

concluded that participants were to be randomly selected and there was no controlled or experimental group. Consistently, the experimental strategy was rejected for the study. The researcher also concluded that the study was not designed to collect data from a single individual or enterprise. Thus, the case study strategy was also deemed inappropriate. Furthermore, the critical analysis conducted to select the most appropriate research strategy for the study revealed that the investigation was not designed to yield a solution in order to answer a local problem. This was because the bottlenecks or challenges pertaining to the phenomenon of talent management in medium sized enterprises in Uganda encompassed more or less the whole sector. The issues to be addressed were not of a local nature and therefore, it was concluded that the action research strategy was an inappropriate strategy. Finally, the researcher came to a conclusion that the survey research strategy was the most appropriate approach for the study and it was adopted. In the same vein, the researcher concurred with scholars like Leedy and Ormord (2013), and Saunders (2011) who emphasised that a choice of a particular research strategy does not make others inferior. This implies that there is no research strategy which is inherently superior to the other. The task of the researcher is only to confirm that a particular research strategy was logically selected, and it enabled to answer the stated research questions and therefore met the research objectives.

4.7.1. Survey Research Strategy for the Study

A survey is defined as the *modus operandi* to collect information about characteristics, actions, attributes or opinions of a large cluster of people. In most cases, this is done by subjecting the respondents to questions and thereafter tabulate and analyse their responses. Surveys are mainly adopted, for example, to assess requirements, evaluate supply or demand and to establish impact. It enables the researcher to acquire knowledge about a large population by undertaking an analysis of a sampled population (Leedy & Ormord, 2013; Salant, Dillman & Don, 1994; Pinsonneault & Kraemer, 1993). A survey research strategy is mainly linked with deductive approach to research and it is deemed to be the most popular research strategy in management studies. Surveys are fundamentally applied to answer questions related to “Who? What? Where? How much? How many?” (Leedy & Ormord, 2013; Salant, Dillman & Don, 1994; Pinsonneault & Kraemer, 1993; Glasow, 2005). In Specific terms, this study of talent management in medium sized enterprises in Uganda was designed to answer question pertaining to: Who? What? Where? How much? How many? For example, questions like: How are talented people utilised in medium sized enterprises in Uganda in

relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness? Do medium sized enterprises in Uganda identify talented people? Do medium sized enterprises in Uganda develop the identified talented employees to enable them take up leadership positions in the foreseeable future? To what extent do medium sized enterprises identify talented people to enable them to ascend to “too hard to fill positions” in the foreseeable future? To what degree is the reward management for talented employees in medium sized enterprises competitive? Thus, based on the nature of the research question for the study, a survey research strategy was deemed the most appropriate and was adopted.

Saunders (2011) further argued that a survey research strategy enables researchers to collect large amount of data from the sampled population in a fast and economic manner. In this study of talent management, the researcher envisaged that large amounts of data were to be collected from the sampled medium sized enterprises in Uganda. For example, data to be collected ranged from processes of talent identification, developing of talented people, how talented people were utilised in order to maximise their potential and reward systems as talent retention mechanisms. The datasets were to be analysed and subsequently a model developed. It was also on the basis of the ability of the survey research strategy to collect large amounts of data in an efficient and economic manner that the researcher was prompted to conclude that it was the most convenient research strategy for the study. Scholars have also advanced that a survey research design is meant to provide answers to questions that have been tabled, that is: to solve problems that have been noticed or observed or framed, to make an assessment of the needs requirements and to set goals, to ascertain whether or not defined objectives have been met; to establish baselines against which long terms comparisons can be made; to analyse trends using time series; and to explore the existing situation or condition in what amount or what context (Isaac & Michael, 1997; Glasgow, 2005). Consistently, this study under review was in line with the said assertions. For example, it was designed to answer questions tabled in relation to talent management in medium sized enterprises in Uganda. The study was also designed to provide answers to the research questions and to come up with solutions to the problem(s). Hence, the decision to adopt a survey research design for the study was geared at finding answers to the fundamental questions related to talent management in medium sized enterprises in Uganda.

Kraemer (1991) identified three main characteristics of a survey research design. These are: (1)

To quantitatively describe specific aspects of a defined population. This aspect does encompass the task to analyse relationships between variables and data is required. (2) The required data is collected from a defined population of the study; a selected portion of the defined population is used in the study. (3) The findings of the study are then generalised back to the population. These three aspects were systematically dealt with in this study in order to meet the said characteristics for the application of a survey research design. The researcher used the said three characteristics as a benchmark for the study under review in order to fit it in the survey research design. For example, quantitative data was obtained from medium sized enterprises as the population. Only those enterprises which met the parameters stated in the definition or classification of medium sized enterprises constituted the sampling frame and therefore, participated in the study. Relationships between defined variables were analysed and details provided in order to cause understanding of the phenomenon of talent management in medium sized enterprises in Uganda. Furthermore, the researcher collected data from the defined population for the study. For example, employees in the medium sized enterprises constituted part of the respondents to the study. A selected portion of the medium sized enterprises constituted the sample of the study. Hence, the medium sized enterprises were sampled, and the findings of the study were generalised to the whole population and this was a fundamental research aspect of the study. Based on this analysis, the researcher concluded that the study met the said three characteristics of a survey research strategy (Kraemer, 1991) and adopted it.

Although the researcher adopted the survey research strategy for the study, caution was accorded to the documented inbuilt weaknesses. Glasow (2005) advanced that there are certain weaknesses researchers have to guard against when using a survey research design. For example, a survey research design is deemed inappropriate when the researcher intends to have a clear understanding of the historical context of a given phenomenon. Biases are bound to manifest themselves when there is poor or no responses from the intended respondents or in the nature and accuracy of responses that were received by the researcher; errors are bound to manifest themselves whenever there is misreporting of a particular behaviour by participants; and there is also a weakness that participants may find it a bit difficult to appraise their own behaviour or may fail to recall the circumstances surrounding that particular behavioural aspect.

In order to guard the study against the said weaknesses, the researcher designed the study in

such a way that it did not deal with historical aspects pertaining to the phenomenon of talent management in medium sized enterprises in Uganda. The researcher also endeavoured to minimise biases by ensuring that participants had a clear and consistent understanding of the questions in the questionnaires. A questionnaire was developed by the researcher to collect responses from the respondents in the medium sized enterprises with the view to accomplish the study. The researcher was guided by the need to evolve a high-quality questionnaire for the study. The agenda was to develop a questionnaire that could minimise biases and stand the test of time. In this regard, one expert in the field of human resource management and two in English language were engaged to work on it. These experts modulated the questions in the questionnaire for consistency and relevance. Furthermore, the questions were designed using simple business English. This was done in order to enhance respondents' understanding and consistency. In addition, background information about the intention of the study was provided at the introductory part of the questionnaire. This was done in order to minimise bias and misunderstandings amongst respondents. Lastly, the managers of the medium sized enterprises consented not to interfere or influence the way their employees [respondents] responded to the questions and this, to a very great extent minimised bias. Finally, the researcher concluded that the above-mentioned interventions greatly minimised the survey weaknesses and this to a very great extent amplified the quality of the study.

Glasow (2005) stressed that in order to effectively design a survey, there is a need to have participation of people [Research Assistants] who are deployed to collect data and statisticians for data analysis. The statistician(s) do undertake to accomplish the study by establishing the variables to be measured and the estimates required. They are also responsible for establishing reliability and validity necessary for usefulness of estimates and to ensure that the study is conducted within the limits of available resources. In this regard, twenty (20) research assistants were employed for purposes of data collection. The research assistants were trained for a period of fourteen days in data collection and ethical issues pertaining to the investigation of talent management in Uganda. This was done in anticipation to enhance the overall quality of the research project. Two (02) statisticians were engaged in order to conduct statistical analysis of the datasets/responses obtained from the field. All this was done to answer the research questions with the view to accomplish the study.

4.8. Time Horizon for the Study

Blaikie (2009) stressed that time is a critical ingredient in research projects and therefore, it is of value that the researcher indicates the time(s) the data was collected in the research design. Decisions pertaining to timing do assist the researcher to conclude whether the research undertaking is a cross sectional or a longitudinal, retrospective or prospective or historical. In order to determine the time horizon of the study, the researcher considered the research onion (figure 3). The research onion provides for a longitudinal and cross-sectional research sphere in the course of conducting a research study. Neuman (2013) advanced that a longitudinal research study is where data is collected on a category of respondents over several time points. On the other hand, a cross sectional research is any investigation where data or information is collected at one point in time. In order to accomplish this study of talent management in medium sized enterprises in Uganda, the researcher had to select one sphere of time horizon because of the relationship between time, data collection and analysis. In this regard, the researcher analysed the two research time horizons and adopted a “snapshot” time horizon for the study; that is to say, the research study was a one-off investigation in relation to talent management in medium sized enterprises in Uganda. It was therefore designed to gather data on a population at a single point in time and analyse it accordingly. The study was a cross sectional one because the talent management phenomenon in medium sized enterprises in Uganda was investigated at a particular point in time (Neuman, 2013; Saunders, 2011; Blaikie, 2009). In regard to qualitative data, interviews were held with experts in human resources management/business management/small and medium sized enterprises/corporate management once with each interviewee. This was done within a defined period of time. Thus, it could be argued that the interviews to collect qualitative data were held within the framework of a “snapshot” format.

4.9. Research Methodology for the Study

Scholars have advanced that research methodology unveils the model to be used in order to conduct a research study within the contextual framework of a defined research paradigm. It is also emphasised that research methodology provides the underlying belief that guides the researcher to select a particular research method from the available ones. Ordinarily, research methodology is the roadmap adopted by the researcher in order to accomplish a research study

(Wahyuni, 2012; Leedy & Ormrod, 2013; Saunders, 2011). From another perspective, research methodology is considered to be a systematic and well-structured approach that is adopted by a researcher in order to conduct a study geared at answering stated research questions, accompanied with empirical evidence. It is further argued that the approach adopted dictates the tools the researcher selects to accomplish the investigation. There are basically six tools, namely, library, computer technology, measurement, statistics, language and the human mind which the researcher can apply (Leedy & Ormrod, 2013; Saunders, 2011; Lewis, Gill & Johnson, 2010, Yin 2003; Creswell, 2003). The researcher considered the two definitions of research methodology in order to adopt one for the study under review. In the final analysis, the latter broader definition of research methodology was adopted for this study of talent management for medium sized enterprises in Uganda. The researcher adopted the definition because it was deemed to be the appropriate one for a number of reasons. For example, it emphasises the importance of having a laid down structure and outlining approaches to be applied before the investigation commences. It also provides for stating the tools the researcher could use in order to accomplish the study. Lastly, the broad definition was adopted because of its simplicity and clarity. This aspect was deemed to be of value to the readers.

However, before an in-depth analysis of the research methodology was provided in relation to the study under review, the researcher felt that it was important to have a clear distinction of the two terms, namely, research methodology and research methods. This need was based on the fact that the two concepts seem to be similar but in practice, they are distinct. Therefore, the need for clarity could not be under estimated. In specific terms, research methods provide a set of specific procedures, tools and techniques which the researcher adopts and applies in order to collect data. In addition, research methods reveal how data is to be analysed in relation to the phenomenon being studied. On the other hand, research methodology provides the theoretical and ideological foundation of the research methods (Leedy & Ormrod, 2013; Saunders, 2011; Gill & Johnson, 2010, Yin, 2003; Creswell, 2003). Consistently, this distinction of research methods and research methodology was adopted in this study of talent management in medium sized enterprises in Uganda.

4.9.1 Research Paradigms (philosophy) and Approach

In order for a researcher to logically complete a research undertaking, it is of value that issues pertaining to research paradigm are well analysed, concluded and documented. This is because research paradigms have a bearing on the whole research project. It is on this basis that the

researcher decided to accord due consideration to the phenomenon of research paradigm in this investigation. A research paradigm is defined as a set of assumptions and beliefs on how the world is professed. It forms the basis of the researcher's thinking of the agenda and behavioural aspects in the course of conducting a research study. Scholars have emphasised that it is of value, at the beginning of any research study, for the researcher to question and justify the research paradigm to be applied in the investigation. This process is deemed necessary because a research paradigm substantially controls how the researcher conducts the social investigation from the way the social phenomenon is understood. For this reason, therefore, the research paradigm is essentially concerned with the development of knowledge and the character of the said knowledge. It is the foundation on which the appreciation of a phenomenon is based (Leedy & Ormrod, 2013; Saunders, Lewis & Thornhill, 2009; Gill & Johnson, 2010; Creswell, 2003; Yin, 2003). Given that the research paradigm causes understanding of the phenomenon, the researcher attempted to explain what the phenomenon was in the context of this study of talent management in medium sized enterprises in Uganda.

In the framework of this study, a phenomenon is the research problem being dealt with. This implies that what the researcher does in the process of conducting a research study is to develop knowledge within a defined paddock. In the same vein, scholars have also emphasised that a research philosophy or paradigm adopted provides critical assumptions in the way the researcher sees the world. These assumptions form the basis of the research strategy and the methods selected in order to accomplish a research study (Wahyuni, 2012; Saunders, 2011). Saunders (2011) further emphasised that it is important for a researcher, at the beginning of any research undertaking, to question the research paradigm to be used in the study. This rationale is based on the logic that the research paradigm substantially controls how the researcher conducts the social study from the ways the social phenomenon is understood. It was on the basis of this underlying principle that a decision was taken to provide a review of research paradigms and to position the research study in the most appropriate philosophical idea.

Basically, the research process entails three major dimensions, namely, ontology, epistemology and methodology. Ontology is a division of philosophy that is centred on the nature of existence. Ontological assumptions are those conventions which underpin theories about what kind of entities can exist (Sarantakos, 2005). Ontology refers to people's assumptions about how they see the world. For example, does the world consists mostly of social order or constant

change (Bhattacharjee, 2012). Epistemology is theory of knowledge. It deals with what is knowledge and how people can acquire valid and scientific knowledge (Creswell, 2007). Therefore, ontology determines epistemology, and in turn, epistemology determines the methodology adopted. The methodology influences design, and the design influences the nature of research instrument to be applied to collect data. Secondly, the ontologies and epistemologies influence the structure and processes of social investigations; that is to say, the assumptions that underpins ontology and epistemology determines the difference in quantitative and qualitative research methodologies. In specific terms, if an investigator view the world as consisting mostly of social order (ontology) and endeavours to study pattern of ordered events or behaviours, and holds the belief that the best way to study such a world is by applying objective approach (epistemology) that is independent of the person conducting the observation or interpretation, and therefore, the investigator has to apply standardized research methods like a survey (methodology) and its standard procedures for sampling, data collection tools and statistical analysis (methods), then the investigator is adopting a paradigm of positivist (Bhattacharjee, 2012).

By and large, two research paradigms have influenced research studies for many years in the world of academia. These are the positivist and interpretivist. Based on ontology analysis [how reality is interpreted] and epistemology perceptive [how knowledge is acquired] the positivist and interpretivist do have critical differences (Leedy & Ormrod, 2013; Saunders, 2011; Gill & Johnson, 2010; Yin, 2003; Creswell, 2003). These differences are illustrated in the table below:

Table 5: Key Research Implications of the Positivist and Interpretivist Perspective

Variable	Positivist Perceptive	Interpretivist Perceptive	Fundamentals
Reality	There exists a single reality made of distinct elements.	People do construct multiple realities.	
Independence	The researcher is independent of the phenomenon being studied.	The researcher interacts with The phenomenon being studied.	Interaction

Value-freedom	The selection of what is being studied and how to conduct the investigation can easily be determined by objective criteria rather than application of human beliefs and interests.	There are inherited biases in the selection of what to be studied, how to study it and the researcher is propelled by personal interests, skills and values.	Value – laden
Causality	The intention of social science is basically to identify causal explanations and essential laws that give explanation to regularities in human social behaviour.	The aim of social science is to cause an understanding of what is happening in society.	No cause and effect
Hypothetical – deductive	Science proceeds through a procedure of hypothesising essential laws and thereafter deducing what kind of observations that display the truth or false of the hypothesis.	Develop ideas through induction from evidence; mutual instantaneous shaping of factors.	No hypothetical – deductive
Operationalisation	Concept and related variables are operationalised in a manner which enables the researcher to quantitatively measure facts; and static design – categories are isolated before the study.	Qualitative methods are adopted where small samples are studied in-depth or for relatively a longer period of time; emerging themes, design-categories are identified in the course of the study.	Operationalization
Reductionism	Research problems as a whole are better understood when they are reduced into uncomplicated possible elements	Problems as a whole are better understood only when totality of the situation is investigated.	No Reductionism
Reductionism	Research problems as a whole are better understood when they are reduced into uncomplicated possible	Problems as a whole are better understood only when totality of the situation is investigated.	No Reductionism
Research Language	Formal language is adopted, and it is based on clear definition of terms; impersonal voice is part of the framework, and quantitative words are an integral part of the research study.	Informal language is usually adopted, personal voice is an integral part and qualitative words are used in the study.	Research Language

Source: Creswell (2009) and Holden and Lynch (2004)

Consistent with the details in table 5 above, the positivists do assume that there is a single reality made up of distinct elements. In these elements, there is a separation of the distinct elements into cause and effects. They also uphold the belief of independence of the researcher from the phenomenon being investigated. In addition, the positivists lay the assumption that a researcher observing the same phenomenon will arrive at the same or similar results, by applying similar statistical tests and research procedures in the course of conducting an investigation. Positivists also assert that it is possible and desirable to evolve statements of truth that agree with generalisation across time and context. They further advance that the researcher's methodological selection is objectively arrived at (Wahyuni, 2012; Creswell, 2009; Holden & Lynch, 2004). On the other hand, the interpretivists hold the assertion that it is vital for the investigator to have a clear perceptive of human beings as social actors. This implies that there exist differences between an investigation conducted on people and those on objects, for example stock, car and trucks. The most critical element to the interpretivists is that human beings are social actors, and this influences the way the researcher interprets a social phenomenon. This underlying belief suggests that a researcher inter-operates the social world according to his or her own setting of meaning (Saunders, 2011). Therefore, the interpretivists embrace the philosophy that people construct multiple realities. The researcher and the phenomenon being studied are jointly interactive, and the phenomenon aspects cannot be integrated into the cause and effect analysis. They further hold that a research study is designed to contribute to the development of idiographic knowledge (Wahyuni, 2012; Creswell, 2009; Holden & Lynch, 2004).

For a number of decades, there have been hot debates about the relevance, advantages, and disadvantages of positivists' and interpretivists' approaches to research studies. These deliberations have culminated into the positivist paradigm questioning the results of the interpretivist paradigm and vice versa. The implication has been that each paradigm had for long discredited the results of the other's studies. For example, the positivist insisted that their philosophy was the correct one and most appropriate for investigations. This argument was based on the rationale that results yielded were attestable, replicable, and generalizable. However, as time evolved, researchers in various social phenomena have come to a conclusion that the qualitative paradigm approach to research has a position and a role to play in the world of academia. This realisation to a very great extent explains why the number of qualitative researches has increased (Borrego, Douglas & Amelink, 2009; Johnson, Onwuegbuzie & Turner, 2007). Consequently, this occurrence has to a very great extent explained why

qualitative aspects are apparently incorporated in various research studies, including this one under review.

In response to the foresaid confrontation of paradigms, Feilzer (2010) stressed that the debate of paradigms had been very unproductive, and it led to a “war”, which apparently took researchers and the world of academia nowhere. In this regard, Robey (1996) asserted that philosophical foundations for any research undertaking and research methods have to be justified on the basis of research aims and stated purpose and not, on the prevailing paradigm or because the researcher is inclined to a specific paradigm. This new philosophical direction is viewed as a compromise position to the “war” of paradigms. Consequently, there emerged a new paradigm, which positioned itself between the positivist and interpretivist. This new philosophy paradigm is popularly known as the Pragmatic Paradigm.

4.9.2. Pragmatic Paradigm in Research Studies

In support of the pragmatic paradigm, Mingers (2001) pointed out that a defined paradigm is similar to observing the world through an instrument like a telescope, X-ray equipment or a microscope. Each of these instruments reveals specific aspects and is blind to another, even if pointed to the same place. As a consequence, when a researcher adopts a particular paradigm, there are high chances that gains made are only obtained from a defined research perceptive. For example, results attained through measurement [quantities analysis] or through individual conclusions which are deemed to be subjective [qualitative approach], ignore the wider socio-economic and political context which can only be attained through multi research approaches. To a wider perceptive, pragmatists also embrace the assertion that the claim for knowledge is a result of action, situation and related consequences other than the forebear conditions. They do accord serious attention to “what works”. The pragmatists also stress that the research problem relating to a phenomenon under consideration is more important than the philosophical inclination of the researcher. Therefore, the philosophical underpinning of pragmatism is mixed method in research studies and the focus on the research problem is prime (Crotty, 1998). In addition, the pragmatist’s paradigm provides a claim for knowledge not committed to any philosophical inclination and reality. They emphasise and do apply mixed methods to investigations. In the same setting, the pragmatists also consider many approaches to research studies in terms of data collection and analysis. They are inclined to investigate “what” based on planned consequences. Pragmatists do hold the assertion that research studies take place in

social, economic, political and related context (Creswell, 2003). Rorty (1983) emphasised that pragmatists are inclined to the belief that researchers need to halt questions about reality and the law of nature and there is no wrong philosophy. They do emphasise that the relevance of a philosophical paradigm lies with its application to the research problem. Hence, it is critical on the part of the researcher to match the research philosophy with the problem and any mismatch does yield invalid findings (Holden & Lynch, 2004).

Based on the above analysis of the research paradigms, the researcher accorded due consideration to positivist, interpretivist and pragmatic paradigm in order to select the most suitable philosophical inclination for the research study under review. For consistency, the researcher had to logically position the study to a more appropriate philosophical horizon. In the process, the researcher concluded that the pragmatic approach was the most appropriate paradigm for the study of a model for talent management in medium sized enterprises in Uganda and adopted it. This decision was taken based on the understanding that there is no wrong paradigm and therefore, a mixture of the two would yield better results, given the nature of the problem being investigated and the level of socio-economic development Uganda, where the study was carried out.

Consistent with the pragmatic paradigm, the application of a mixed research method in data collection and analysis was applied in order to accomplish the research undertaking. The mixed research method encompassed quantitative and qualitative data collection and analysis. Saunders (2011) maintained that mixed research methods are of value because of the inherent ability to generate better opportunities for the researcher to answer the research questions. Secondly, the researcher is also able to evaluate the extent to which the research findings can be trusted, and inferences derived from them. Based on this analysis, the mixed research method was deemed the most appropriate for the study and was applied. The approaches enabled the researcher to answer the stated research questions for the study. Furthermore, the mixed research method was also adopted because of its ability to yield the required results. The ultimate objective of the study was to generate findings which were creditable, draw conclusions and generalisation made. This implied that the selection of the research method was of great importance to the whole process and the mixed research method was deemed the most relevant.

Saunders (2011) illustrated that there are gains which accrue to a research undertaking when the investigator adopts a mixed methods approach in the same research project. For example, the different methods selected in the mixed approach can easily be used for different purposes in the study with the intention to achieve the planned objectives. A case in point, a researcher may adopt interviews at the explanatory stage of the study. This is usually done in order to obtain a feel of the key issues before applying the questionnaire to collect quantitative data. The purpose of this approach is to enable the researcher gain confidence that the fundamental aspects of the phenomenon under investigation are being addressed. However, in this study under review, interviews were applied for different purposes, and details are provided in the subsequent sections. It is also advanced that when both quantitative and qualitative data collection techniques are applied in the same study, the researcher has to determine the data collection and analysis procedures at the research design stage.

There are basically, two procedures namely concurrently or sequentially, of which the researcher has to select one, but not both. In the concurrent procedure, quantitative and qualitative data are analysed at the same time while in the sequential procedure, quantitative and qualitative data analyses are done one after the other (Saunders, 2011). The researcher accorded due consideration to concurrent and sequential data analysis procedures in relation to the study under review, with the agenda to adopt the most appropriate procedure. Subsequently, the sequential procedure for data analysis was considered the most appropriate and therefore, adopted for the study. This procedure was adopted because of the ability to integrate data during analysis so that the findings were not largely segmented in terms of quantitative and qualitative aspects. Secondly, the sequential procedure was adopted because of the ability to facilitate the process of causing a deeper understanding of the emerging theme, arising from quantitative data analysis.

4.10. Quantitative Data Approach for the Study

In this study, quantitative approach to data collection and analysis was applied because the study was based on mixed design strategy. Quantitative data approach in research refers to data collection method where a questionnaire is used and/or data analysis approaches like graphs and statistical model presentations are used (Saunders, 2011). Basically, the quantitative data for the study was collected using a questionnaire. A questionnaire is seen as where a person is requested to respond to questions that are recorded on a sheet of paper. On the other

hand, the term questionnaire also refers to a more defined aspect, including interviews and questions recorded on a sheet (Oppenheim, 2000, cited in Saunders, 2011). From another perceptive, a questionnaire is viewed as a term which encompasses all methods of data collection in which a respondent is requested to respond to a defined set of questions in a pre-set order (De Vaus, 2002; Saunders, 2011). The researcher analysed the definitions with the view to adopt one for the study. The researcher concluded that, in the context of this study, the latter definition was the most appropriate and adopted it.

The questionnaire was applied to collect data for the study because of the inherent advantages. For example, each participant was requested to respond to the same set of questions. This mechanism availed the researcher with a more efficient way of collecting data from respondents in a large sample. The sample in this study was relatively large and the need to maximise efficiency was of paramount importance to the investigator. This partly explains why a questionnaire was adopted and applied in the study. As a result, each respondent was provided with a set of questions to provide the required data. Scholars have advanced that even though questionnaires are highly adopted in the course of conducting research studies, there are noticeable challenges. Salant and Dillman (1994) advanced that there are challenges pertaining to coverage error. This error normally occurs when the population list is incomplete or out-dated. There are also issues related to non-response errors. This mainly occurs when respondents are not able to read and write and when some questions are not responded to intentionally or unintentionally. Therefore, there is always a need on the part of the researcher to minimise or get rid of the said errors in order to conduct meaningful investigations. The researcher made concerted efforts towards mitigation of the said challenges. For example, the researcher endeavoured to have a complete and up-dated population list (more details pertaining to the population are provided herein). The researcher also scanned the population and concluded that the vast majority, if not all the respondents, had the capacity to read and write, and had a fair understanding of business operations and leadership. This ability of the respondents to read and write greatly minimised the non-response errors and consequently, the questionnaire was used to collect quantitative data. Furthermore, in order to attain a high response rate for the study, the researcher liaised with business-oriented organisations, Private Sector Foundation Uganda, Uganda Investment Authority and Uganda Manufacturers Association for publicity purposes. These entities popularised the study among their members through internal networking and emphasis was put on the fact that the study was purely designed for academic purposes and that, there was no

relationship with income tax reforms usually conducted by Uganda Revenue Authority (URA). This action greatly contributed to the high response rate in this study of talent management in medium sized enterprises in Uganda.

4.11. Study Site

The study was conducted in Uganda, a country found in the eastern part of Africa. This is because the problem statement of the study referred to medium sized enterprises in that particular country. Consistently, in order to investigate the said medium sized enterprises, the study had to be conducted in the same country, Uganda. Details of historical aspects and socio-economic characteristics of the country were provided in Chapter two of this thesis. This approach was adopted to avail the reader with the fundamental aspects of the economy in which the medium sized enterprises operated in.

4.12. Targeted Population (Participants) of the Study

Serumaga-Zake (2011) illustrated that a researcher has to evidently define the research population and to specify the unit of analysis. This is because the targeted population consists of the unit of analysis. In the same vein, Gill & Johnson (2010) argued that a researcher has to accord considerable attention to the process of identifying the research population of the study. A research population is the one responsible for providing data to the researcher which is critical and appropriate to answer the stated research questions. In this study therefore, the main research question was: Do medium sized enterprises in Uganda employ a model for talent management? Under what condition this kind of model should be applied? In order to determine the research population for the study under review, the researcher analysed the various approaches which have been tabled by scholars in an attempt to determine the population of any research undertaking.

Saunders, Lewis and Thornhill (2009) advanced that there are research studies where the researcher is in position to collect data from the entire research population. It is emphasised that in such situations, the entire population of the study need to be manageable. At the same time, there are also incidents where the investigator is not in position or it is impossible to collect and analysis data from the entire population. This situation is mainly ignited or attributed to limited financial resources, time constraints and the big size of the population. Therefore, in the context

of the study under review, the researcher had to justify whether data had to be collected from the entire population or from a defined section of the population. First and foremost, the researcher held the opinion that the final decision depended entirely on the population of medium sized enterprises existed in Uganda, at the time the study was conducted.

The Uganda Bureau of Statistics (UBOS) conducted a business establishment census in Uganda in the years 2006/07. The study revealed that there were 458,106 registered enterprises and two (2) per cent of the number was large enterprise. This left a total of 448,944 small and medium sized enterprises. In the same vein, Ernst and Young (2011) conducted a baseline line survey of small and medium sized enterprises in Uganda. In this survey, the Business Register of Uganda of 2006/7 was used. Based on the said register, 13.1 per cent of the enterprises were medium sized enterprises. Accordingly, using the figure of 458,106 registered enterprises and the 13.1 per cent stated above, there were 58,812 medium sized enterprises registered in Uganda. These firms constituted the total population of the medium sized enterprises in the country. The vast majority of the medium sized enterprises, thirty per cent (30%) were located in the central region of the country, twenty per cent (29%) in Kampala, the capital city of Uganda, thirty per cent (30%) in the central region (excluding Kampala), fifteen per cent (15%) in eastern region, eighteen per cent (18%) were in the western region and eight (8) per cent of the enterprises in the northern part of Uganda (UBOS, 2011). Given the total population of medium sized enterprises in the country, their distribution as indicated above, coupled with limited financial resources and the need to complete the study within the allowable time of the Graduate School of Business Leadership, UNISA, the researcher concluded that it was not feasible to collect data from the entire population in order to conduct the study of talent management in medium sized enterprises in Uganda. Therefore, there was a need to adopt practical approaches in order to collect data and conduct a meaningful research, and thereafter, generalize the findings obtained to address the required set objectives of the study.

Related to the issue of study population, scholars have argued that where a researcher is not in position to collect data from the entire population or it is not practical to collect data from the whole population, it is imperative on the part of the researcher, to have in place a defined process to select those elements which are to participate in the study. In such a situation, sampling suffices. This implies that a sample does provide a valid alternative to the whole population (Gill & Johnson, 2010; Saunders, Lewis & Thornhill, 2009). In support of a sample,

Saunders, Lewis and Thornhill (2009) emphasised that by using a sample, the researcher is in position to yield a higher overall accuracy than when a census is applied. This assertion is based on the rationale that when a small part of the population is used in the study, for data collection and analysis, the researcher is gifted to spend enough time in designing and piloting the way data will be collected and analysed. This action has a bearing on the overall quality of the research undertaking. In addition, it is also held that data collected from fewer people [participants] tend to be more detailed and this is a very important aspect to any research undertaking. Based on this illustration and benefits, the researcher decided to use a sample from the target population in order to accomplish the study of talent management in the medium sized enterprises.

4.13. Sampling Techniques for the Study

Blaikie (2010) asserted that there exists a wide range of techniques for sampling data with the objective of accomplishing an investigation. Some sampling approaches are structured in a way to represent the entire population from which the sample is selected, and other methods tend to be a compromise of the ideal position. Sampling approaches are by and large divided into two proportions, probability versus non-probability and single stage versus multi-stage. The researcher held the opinion that it was important to have a sample which represented the whole population because of the need to generalise the research findings back to the entire population of medium sized enterprises in Uganda. This research agenda, to a greater extent, influenced the selection of the sampling approach to be adopted.

4.13.1 Single stage probability sampling

It has been argued that when a researcher decides to apply probability sampling, a decision has to be made on the method to be used. There are a number of sampling methods to select from, for example, simple random sampling, systematic sampling, stratified sampling and cluster sampling (Blaikie, 2010). The researcher considered the said sampling approaches in relation to the study of talent management and concluded that the simple random sampling technique was the most appropriate and adopted it.

4.13.2 Simple Random sampling

In this study of talent management in the medium sized enterprises in Uganda, the simple random sampling technique was adopted and applied. This is a selection process which accords every component of the population an equal chance to be selected to constitute a sample. This sampling technique allows the application of probability theory. It calls for identification of the components/members of the population from which the sample is drawn. In most cases, the identified members to constitute the population are numbered. After determining the required sample, then random selection is made until the predetermined number is achieved. Simple random sampling is considered as the standard sampling technique and other methods are evaluated against it (Blaikie, 2010; Nassiuma, 2000).

4.13.3 Sampling Strategy for the Study

In order make progress in this study, the researcher had to make a choice of the sampling strategy to apply with the view to accomplish the study. Saunders (2011) advanced that sampling techniques are basically structured into two categories, namely, probability or representative sampling and non-probability or judgement. Under the probability sampling technique, the chance or the likelihood [probability] of each element of the population to be selected is the same for all of them. In the case of non-probability sampling, the likelihood of each element of the population to be selected is unknown. This implies that it is unfeasible for the researcher to make statistical inferences about the characteristics of the population. Generalisation can be made but not on the basis of statistical analysis. The researcher considered the two sampling techniques with the view to select the most appropriate one for the study. The probability or representative sampling technique was considered as the most suitable for the study of talent management in medium sized enterprises in Uganda and was adopted. This sampling technique was adopted because each member of the population had an equal chance to participate in the study and generalisation could be based on statistical analysis.

4.13.4 Probability Proportional to Size Sampling Technique

Under the representative sampling, the probability proportional to size sampling technique was deemed the most appropriate for this study and was adopted. Saunders (2011) and McGinn and Bosacki (2004) stressed that in probability proportional to size (PPS) sampling technique, the selection of a sample (e.g., villages, zones, districts, health centres, schools, or

enterprises, as is the case) has to be proportional to the size of the population. The technique provides for a probability or random and representative sample. This technique, PPS, is mostly applied when the sampling units vary considerably in size. Specifically, in this study, the number of enterprises varied significantly in different regions of the country. The advantage of PPS technique is that it is based on the premise that those in larger sites have the same probability of getting into the sample as those in smaller sites, and vice versa. Consistently, its application in the study was meant to take advantage of this probability scenario. Secondly, the advantage of PPS is that it facilitates planning for field work because a pre-determined number of respondents are interviewed in each sampling unit selected, and research assistants can be allocated accordingly. This technical advantage was maximised in this study of talent management in the medium sized enterprises in Uganda. In order to make progress of the investigation, the number of enterprises to be interviewed in each region of the country was pre-determined and a specified number of research assistants were assigned to each region in order to collect data. Finally, the PPS was applied to the distribution of the medium sized enterprises as indicated hereunder.

Table 6: Distribution of Medium Sized Enterprises in Uganda

S/No	Region	Number
1	Kampala City	17,055.48
2	Central Region	1,7643.6
3	Eastern Region	8,821.8
4	Northern Region	4,704.96
5	Western Region	10,586.16
Total		58,812

Source: Ernst and Young (2011)

As indicated in table 6 above, there were 17,054.48 enterprises in Kampala City, 1,7643.6 in central region and a total of 10,586.16 were in the western region of Uganda. This distribution pattern of medium sized enterprises in Uganda reflected a varying distribution of the population. This to a very great extent justified the adaptation of the PPS sampling technique for the purposes of data collection in order to accomplish the study of talent management in the medium sized in Uganda.

4.14. Sample Size for the Study

In order to determine the sample size for the study under review, the researcher first analysed how Ernst and Young (2011) obtained the sample size for the baseline survey of small and medium sized enterprises in Uganda. In that survey, based on the business register of 2006, a sample size of 378 enterprises out of the 24,505 small and medium sized enterprises was determined and applied. Statistically, this was a two (2) per cent (a 0.02 fraction, therefore $p=0.02$, and $q=0.98$) of the population at ninety-five per cent (95%) confidence interval. In essence, the sample of 378 out of 24,505 that Ernst and Young (2011) used was a 1 per cent of the entire population. This statistical consideration was deemed necessary because it provided a benchmark in determining the sample size for this study. Secondly, it was important to consider how the Ernst and Young (2011) arrived at the sample size in the survey because there is a high propensity that researchers develop or build from already concluded studies. Lampard and Pole (2015) stressed that comparison of data from different sources may unfold supportive similarities or highpoint thought-provoking inconsistencies. The combination of data from varying sources does assist the investigator to form up a completer or more sensible picture of the social phenomenon of interest to them. Furthermore, given that the baseline survey was conducted in 2011, the researcher was of the opinion that the information therein was current and appropriate for consideration for the study of talent management in medium sized enterprises in Uganda. This further cemented the argument that this investigation in talent management and Ernst and Young (2011) survey on small and medium sized enterprises had similarities in that the two studies were dealing with enterprises in Uganda.

Consistently, in order to determine the representative sample for the study of talent management in respect to medium sized enterprises in Uganda, the researcher used one (1) per cent margin of error (i.e. $e=0.01$) which is the minimum possible. The researcher applied the following formula:

$$n = \frac{z^2 * p * (1 - P)}{\varepsilon^2}$$

Where z^2 corresponds to the 95% confidence interval, giving rise to the value of 1.962 and $\varepsilon = 0.01$ or 1%, $p=0.02$ or 2% and $q=1-p = 0.98$ or 98%. This therefore gave a value of

$$n = \frac{1.962^2 * 0.02 * (0.98)}{0.01^2} = 565 \approx 600$$

Source: Singh & Masuku, 2014

The sample of 600 medium sized enterprises represented 1.02 per cent of the total number of medium sized enterprises in Uganda. It was approximately the same percentage of the population that Ernst and Young (2011) used in respect to the baseline survey for small and medium sized enterprises in Uganda. This commonality justified the sample size of 600 medium sized enterprises for the study. The sample for the study was also considered appropriate because tests for normality with such a big sample size could easily hold. Consistently, the 95 per cent confidence interval is normally the default. Finally, the research study utilised the average error of one (1) per cent, which had a very high degree of precision (Singh & Masuku, 2014).

4.15. Targeted Sample for the Study

In order to obtain the targeted sample of 600 medium sized enterprises for the study talent management in medium sized enterprises in Uganda, the researcher applied the sampling fraction of $\frac{600}{58,812}$ times the population of medium sized enterprises in a defined region ($\frac{600}{58,812} \times$ the number of medium sized enterprises in a defined region of Uganda). Details are indicated in the table below:

Table 7: Sample Distribution of Medium Sized Enterprises for the Study

S/No	Region	Enterprise	Percentage	Number		Sample
1	Kampala City	58812	0.29	17055.48	0.010202	174
2	Central Region	58812	0.30	17643.6	0.010202	180
3	Eastern Region	58812	0.15	8821.8	0.010202	90
4	Northern Region	58812	0.08	4704.96	0.010202	48
5	Western Region	58812	0.18	10586.16	0.010202	108
Total			1	58,812		600

Source: Author

Table 7 indicates how the researcher arrived at the sample size of 600 medium sized enterprises for the study. In conclusion, Saunders, Lewis and Thornhill (2009) stressed that it is rational in the course of conducting an investigation that a small part of the population is used for purposes of data collection and analysis. This is because the researcher is able to spend enough time in designing and piloting the way data could be collected and analysed. In addition, it is held that data collected from fewer people [participants] tend to be more detailed and this is very important aspect to any research study. With respect to the study therefore, data was collected from a defined sample, using the PPS and enough time was accorded to each respondent. In this regard, the questionnaire was detailed in order to maximise the advantages of collecting data from a small segment of the total population to accomplish the study under consideration.

4.16. Sampling Frame for Quantitative Data

In respect to quantitative data, a sampling frame is a complete list of the study units which form the total population for the investigation. The sample for a study is drawn from the sampling frame. In order to systematically accomplish any study, a researcher is charged with the responsibility of ensuring that the sampling frame is complete, accurate and up-to-date. It is emphasized that when the sampling frame is inaccurate, it implies that some units of the population are excluded and therefore, they do not have an equal chance of being selected into the sample. Consequently, the sample will not be a total representation of the population (Saunders et al., 2009). This implies that the researcher has to guard against such shortcomings when conducting an investigation of this magnitude and significance.

In order to compile the sampling frame for the study, the researcher borrowed a leaf from Ernst and Young (2011) baseline survey of small and medium sized enterprises in Uganda. Ernst and Young (2011) emphasised that in choosing enterprises within the municipalities and town councils in Uganda, it was important to appreciate the pattern of existing enterprises within recognised commercial and industrial areas. At the same time, it is critical that cognisance is taken that the local leadership do maintain up-to-date databases on the particulars of the enterprise under their jurisdiction, usually for taxation purposes. It was also observed that enterprise distribution within Uganda, with specific reference to local council areas, shows that many medium sized enterprises do operate within neighbourhood groupings or clusters;

and do locate around the type of undertakings and proximity to the markets (Ernst & Young, 2011). This assertion is consistent with earlier findings in relation to the factors of production. Land is cheaper outside urban areas but “Why do capital and people not move to them?” The answer to the question is that people [talents] do admire to live near or within trading centres (where shopping take place and shops are situated) and they do prefer to accommodate close to their customers. It is also argued that talents are more productive when they seem to be located near or around others with higher levels of human capital. Therefore, human capital is highly associated with urbanisation and related to social economic developments which are not in the rural settings (Florida, 2010; Lucas, 1988; Black & Henderson, 1999; Eaton & Eckatsin, 1997). This assertion is supported by the study conducted by Kaewsaeng-On (2016) in Thailand which established that locations of hotels were a critical element in talent identification, engagement and retention. A case in point, those enterprises [hotels] located in areas where accessibility was a problem in terms of physical movement, encountered challenges in attracting and retaining talented people capable to propel enterprise competitiveness. It appears that this human capital preference to stay in urban areas is likely to have consequences to medium sized enterprises located therein, and Uganda probably is not an exception. This study endeavoured to directly or indirectly throw light on this matter.

Consistently, the researcher communicated to all the districts and municipalities and concerned enterprises-based organisations in Uganda (see Appendix B). The lists consisting of medium sized enterprises from the localities were aggregated to determine the number of medium sized enterprises which existed in a particular region. Thereafter, the lists obtained from the five regions, Kampala, Central, Eastern, Northern were compared to the list of enterprises obtained from Uganda Manufacturers Association, Enterprise Uganda and Private Sector Foundation. This was done for comparison purposes. This comparison was done for purposes of quality control and to ensure that all medium sized enterprises were included in the sampling frame of the study. Where variation existed, it was dealt with through consultation with the districts and municipalities. This was based on the rationale that the datasets obtained from the local governments in the five regions were up-to-date and valid. Secondly, the comparison of the datasets was done in order for these business-oriented organisations to “buy-in” in the research project under consideration. This “buy-in” was deemed important by the researcher because the majority of the medium sized enterprises were members of the said business-oriented organisations and involving them, enhanced their propensity to respond

positively.

4.17. Unit of Analysis for the Study

Forza (2002) pointed out that in any research design it is of value that a unit of analysis is determined. In most cases, the determination of the unit of analysis is at the formulation stage of the research questions. This is done because data collection methods, sample size and the operationalisation of constructs are mainly determined by the level at which data has to be aggregated at the time of statistical analysis. It is further deemed important to determine the unit of analysis because the process guards the researcher from encountering cross level inference problems. These problems have far reaching implications on the overall quality of the research study. In this regard, scholars hold the assertion that when data is collected and analysed at say, the plant level and conclusions are drawn at individual level, the researcher is bound to face the ecological fallacy problem (Forza, 2002; Robinson, 1950; Sekaran, 1992). As a result, in order to guide this research project from any ecological fallacy problems, the researcher accorded due attention and appreciation of the concept of the unit of analysis. The starting point was to determine the concept in the contextual framework of the study under review. In this regard, the researcher felt that it was of necessity to answer the question: What is a unit of analysis?

A unit of analysis refers to how data is to be aggregated during the subsequent statistical analysis in a research study. It is the main entity the researcher uses in analysing the collected data. Therefore, it is the analysis a researcher does in the study that determines what a unit of analysis is (Forza, 2002). Trochim (2006) expounded on the subject and stressed that a unit of analysis in research may be individuals, groups, artefacts, geographical units or social interactions. Related to this assertion, in management investigations, the unit of analysis can be an individual, a group, plant, division, company, project and systems (Forza, 2002; Flynn, Sakakibara, Schroeder, Bates & Flynn, 1990). Consistently, Serumaga-Zake (2011) emphasised that the selection of the unit of analysis is steered by answering a number of questions, for example: What is the stated research problem the study entails to address? What are the research questions the investigation intends to answer? What does the researcher have to measure in order to respond to the research questions? What does the researcher intend to use the findings of the investigations? To whom will the findings, conclusions and recommendations of the investigations be addressed to? The researcher considered and

provided answers to the above stated questions with the view to determine the unit of analysis for the study of talent management in medium sized enterprises in Uganda.

The main objective of the investigation was to answer the question: Do medium sized enterprises in Uganda employ a model for talent management? Under what conditions can the model be applied? The researcher weighed the enterprise and the employee in relation to the study with the view to determine the unit of analysis. In the process, the researcher concluded that the main research question relates to the scope of the enterprises in relation to the concept of talent management. In the final analysis, the construct of enterprise was singled out as the unit of analysis for this study of a model of talent management for medium sized enterprises in Uganda and was adopted.

4.18. Survey Instrument (Questionnaire) for the Study

In order to accomplish the study, the researcher developed the entire survey instrument, the questionnaire (Appendix C). The questionnaire was used to collect quantitative data for the study. The researcher viewed the main research questions as unique, specifically designed for medium sized enterprises operating in an emerging economy, Uganda. This inclination influenced the decision of the researcher to develop the research instrument rather than to purchase or access already developed questionnaire(s) online. Specifically, the researcher developed the questionnaire for the study by considering the reviewed management literature on talent management [chapter three] and taking into account the professional guidance of the two supervisors. The questionnaire considered of a title “Survey for talent management in the medium sized enterprises in Uganda”; the introduction section – this provided the names of the researcher, the name of the institution of higher learning, the Graduate School of Business Leadership, University of South Africa; details of the participants- the medium sized enterprises. This part also provided the philosophical inclination of the study to “the search for African miracle” and the call for accurate response coupled with the researcher’s willingness to provide feedback through workshops to the medium sized enterprises. Section I of the questionnaire centred on the identification questions. These included but not limited to the gender of the respondent and number of employees by sex. Section II background information of the medium sized enterprises. This encompassed a significant number of questions which included, among others, the following: - years of existence of the enterprise, ownership arrangement, location of the enterprise and technological aspects. In short, this section

considered of questions which unfolded the conceptual framework of the study. Section III of the questionnaire consisted of talent identification-based questions. For example, those on recruitment, employee classification and talent requirement analysis. Section IV mainly encompassed questions pertaining to leadership talent development, for example – formal training provided in leadership talent development and on the job training. Section V requested responses to questions related to hard to fill positions. Issues handled included, among others, on the job training, employees in the production processes and training programs geared towards talent development. Section VI of the questionnaire was framed to cover questions in relation to higher position talent development. The issues handled included but not limited to top managers’ active participations in talent development, the role of middle managers and supervisors in talent development, financial resources allocated for training talents and methods used to fill higher positions in the medium sized enterprises. Section VII – cohort of talent. The questions centred on, among other things, mentoring, mastery of multi skills and the role of skilled employees in coaching. Section VIII centred on talent utilisation. Issues handled therein included, but not limited, to the mindset of management on talent utilisation, employee aspirations taken into account in the day to day management of the medium sized enterprises and progression paths for talented people framed. Section IX dealt with reward management. Issues handled therein included but not limited to - key performance indicators for employees defined, employee performance and reward management, do the medium sized enterprises consider reward as a cost? Are employees allotted shares in these medium sized enterprises? Section X – cross cutting questions. For example, issues like focus of talent development in the medium sized enterprises, classification of employees on the basis of performance and human resources policies and procedures, among others, were included therein. The last part of the questionnaire, Section XI – Enterprise based questions covered issues like, enterprise ability to engage talented people, enterprise monitoring system to identify talented people, among others. The questionnaire consisted of 199 questions and the vast majority were designed using the Likert scale. The last sentence of the questionnaire stated, “thanks for your valuable time and sincere response”.

In essence, the research instrument (i.e., the questionnaire) for the study of talent management in the medium sized enterprises in Uganda was not a modified instrument or an instrument developed by someone else. Therefore, the issue of seeking for permission to use the research instrument was not permissible. The researcher specifically developed the survey instrument for this study of talent management in the medium sized enterprises in Uganda. This implied

that the instrument was recently developed, therefore not cited by other authors, and no reviews were available for the survey instrument. The two supervisors evaluated the survey instrument in relation to the research questions and concluded that the procedure for recording data fitted the study and the scales of measurement used therein were relevant for the research undertaking.

4.19. Pilot Testing of the Questionnaire

Scholars hold the assertion that a research questionnaire has to be tested before being applied to collect data for a study. The main objective of the pilot test is to fine tune the questionnaire so that the respondents do not encounter challenges in the course of responding to it. Secondly, the research questionnaire is pilot tested in order to make assessment of the questions' validity and to ascertain the reliability of the data to be collected. The data collected is analysed in order to have a picture or make a forecast that the data to be collected is likely to make it possible for the researcher to answer the research questions and draw relevant conclusions (Saunders, 2011). Specifically, the researcher subjected the research instrument to pilot testing in order to: establish the level of flow and logic content therein; determine whether or not the purpose of the study is understood by the respondents; ascertain the level of clarity of the questions therein; establish the degree of relevance of the questions; and determine the average time a respondent required to logically complete the research questionnaire. The questionnaire was pre-tested in thirty (30) medium sized enterprises in Kampala and central region. These sites were selected because of proximity and budget constraint. The pilot data was analysed. The results are indicated below. These statistical analyses were conducted in order to establish the level of reliability and related aspects.

4.20. Level of Reliability of the Questionnaire

The data from the pilot study was analysed on the basis of item by item and categorised by section. The total number of questionnaires for the pre-test was thirty (30). These provided sufficient information to test the data collection tool, flow of questions and level of understanding of questions by the respondents. The statistician conducted the analysis of the piloting. Statistically, data were coded, entered into an entry form that was specifically developed for the study, based on Ms Access data engine. Checks were embedded into the data entry form so as to limit data entry errors. Consistently, datasets were cleaned, and labels

developed for both variables and data. Thereafter, the reliability analysis was carried out section by section of the questionnaire and the overall reliability, based on Cronbach's alpha coefficient, was computed for the entire tool. The Cronbach alpha formula applied is detailed hereunder:

Where
$$\alpha = \frac{n}{n-1} \left(1 - \frac{\sum_{i=1}^{i=n} \Sigma V_i}{V_{test}} \right)$$

n = number of questions

V_i = variance of scores on each question

V_{test} = total variance of overall scores on the entire test

All computations for the reliability were done by using Stata Version 11 and the results are indicated in the table below:

Table 8: Summary of Cronbach's Alpha Computation

Statistics	Value
Average inter-item covariance:	0.18
Number of items in the scale:	173
Scale reliability coefficient:	0.77

Source: Author

Table 8 above shows that the reliability of the questionnaire was, on the average, almost 0.77. The results reflected that the questions in the data collection tool portrayed the constructs as implied for the study. In this regard, the researcher could rely on them to proceed with the data collection exercise, in order to accomplish the investigation. Overall, high values of the

Cronbach's alpha coefficient (i.e., greater than 0.6) imply a good estimate, and show that there is a high variance between questions (Cronbach, 1951; Tavakol & Dennick, 2011; Williams, 2016; Field, 2005). High variance between questions means that the researcher has a wide spread of scores, which implies that responses are easier to differentiate. In the event the questionnaire has a low variance, the scores for the respondents are close together. However, this is not hypothesised as such. Thus, a high variance that generated a high value of the Cronbach's alpha coefficient (0.77) implied that the data collection process would commence.

However, there were variations of the Cronbach's alpha values as shown in table 9 below. Analysis by section helped the researcher to identify some of the errors in the data collection tool. Thereafter, these errors were corrected. Some of these inconsistencies included: duplication of questions measuring the same construct, existence of unnecessary response categories for sections and redundant questions. All these issues were rectified to make the questionnaire compliant for the task ahead.

Table 9: Cronbach's alpha by Section of the Questionnaire

Statistics	section III	section IV	section IV	section V	section VI	section VIII	section VIII	section IX	section X	section XI
Average inter-item covariance:	0.1162	0.3574	0.3532	0.3064	0.1063	0.1169	0.1292	0.1712	0.0790	0.1057
Number of items in the scale:	32	7	7	20	6	14	26	20	19	22
Scale reliability coefficient:	0.832	0.751	0.807	0.915	0.567	0.722	0.776	0.699	0.772	0.847

Source: Author

In conclusion, given that the Cronbach's alpha coefficient (0.77) was relatively high, it was concluded that the data collection tool held reliable questions both in form and flow for the study

4.20.1. Summary of Non-Statistical Results of the Piloting

The researcher also analysed the non-statistical results to ensure that the questionnaire was compliant to undertake the planned study. Table 10 below summarises the non-statistical results of the piloting exercise.

Table 10: Summary of Non-statistical Results of Piloting

S/No	Purpose of the Pilot Study	Summary of Comments Made by the Respondents	Action taken by Researcher
1.	Establish the level of flow and logical content therein;	The respondents confirmed that the questions therein were well structured and flowing. They also appreciate the logical content of the constructs and their relevance to the study.	Overall, the researcher maintained the flow and logical content of the questionnaire. Minor changes were made on the recommendation of the experts.
2.	Determine whether or not the purpose of the study is understood by the respondents;	The respondent understood the purpose of the study under consideration.	The researcher upheld the purpose of the study.
3.	Ascertain the level of clarity of the questions therein;	Thirty (30) questions were identified with typographical error. However, these errors did not affect the content and logical consideration.	The researcher corrected the typo errors for the subsequent questionnaire.
4.	Establish the degree of relevance of the questions	Overall, the respondent found the questions relevant in each of the sections.	The researcher maintained the relevance of the questions in each of
5.	Determine the average time the respondent required to complete the research questionnaire;	The average time to respondent to the research instrument was one and half hour	The researcher felt that the time was adequate, given the sections of the research instrument.

Source: Adapted from: Neuman (2013), Leedy and Ormrod (2013) and Saunders (2011)

4.21. Design Effects

In research, design effects are those departures of the sampling from a simple random sample. These departures could affect standard errors or significant tests and estimates (of coefficients). Consequently, design effects were counteracted by ensuring equal probability of selection of all elements/units. Each element/unit was selected at random and independently of other elements in the population (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011). For purposes of consistency and quality assurance, the research assistants were trained in research methodology, design and procedures before embarking on data collection in the field. This was done to minimise design effects.

4.22. Reliability and Validity Features

Researcher put lot of emphasis on validity and reliability in a research study. This is because both concepts play an essential role in measurements undertaken, with the objective to accomplish a research undertaking in a manner which can stand test of time. Given that the researcher is unlikely to attain a perfect validity and reliability in investigations, the best approach is to strive in that direction. The failure to attain a perfect validity and reliability in investigations is mainly attributed to the fact that the constructs are usually ambiguous, diffusing and are not easily evident. In essence, these two concepts do help the investigator to ascertain the truthfulness, creditability and believability of the findings. However, it is also important to appreciate that validity and reliability are concerned with different aspects of measurement (Neuman, 2013). Specifically, validity is mainly concerned with the determination of the extent to which the measuring instrument, in case of this study, the questionnaire, measures what it was designed to measure. Thus, in this study, the concept of validity was applied to the questionnaire in order to reflect the degree to which the variation(s) in scores on the measurement does replicate the factual and correct differences between individuals [respondents] (Leedy & Ormrod, 2013; Creswell, 2003; Neuman, 2013; Saunders, 2011). From another perspective, the concept of validity does not hold the same meaning in qualitative research. It is emphasised that validity in qualitative investigations endeavours to assess whether the findings of the research study were accurate from the viewpoint of the investigator, respondents and the reader. Validity in qualitative studies is therefore intended to address issues pertaining to creditability of the investigation. Creditability is meant to reveal

that the investigations were conducted in a style which ensured that the subjects [participants] were appropriately identified and described (Creswell, 2003). In this study of talent management, the concept of validity encompassed various aspects of measurements and the following were accorded due attention, in anticipation to make the study truthful, creditable and believable:

4.22.1 Internal Validity

Internal validity is defined as the extent to which the design of the research project and the results it generates enable the investigator to make accurate conclusions about the cause and effect. Thus, internal validity enables the researcher to conclude that the results were derived from the data collected for the study in respect of the phenomenon (Leedy & Ormond, 2013). In order to enhance and sustain internal validity, the researcher maintained one questionnaire for all the medium sized enterprises which participated in the study. This implied that the responses obtained were from similar and identical questions, throughout the whole process of the survey. In essence, consistency was maintained in the survey by having commonality of constructs which were analysed. This strategy positively impacted on internal validity of the study of talent management in the medium sized enterprises in Uganda.

4.22.2 External validity

External validity is geared to establish whether or not the causal relationship/results of the study could be generalised across different agencies, person, settings and times (Calder, Philips & Tybout, 1982). On the other hand, external validity also refers to generalising from a sample to a large population and generalising to a population and settings other than those who were investigated or participated in the study (Lucas, 2003). Ferguson (2004) emphasised that external validity is a responsibility of the researcher and the design of the study and generalizability is a function of both the researcher and the user of the research findings. Consistently, the researcher strived to enhance and sustain external validity. In this regard, the study was conducted using a sample obtained from the population of medium sized enterprises in Uganda. This sample was attained by applying the random sampling approach where each medium sized enterprise had an equal chance to participate in the study. Secondly, the issue of diversity was addressed in that medium sized enterprises whether located in urban, peri-urban and rural areas participated in the investigation. Lastly, it was the adopted definition

of medium sized enterprises which was applied at the time of selection and not the nature of business undertaking. By so doing, medium sized enterprises in the various sectors of the economy, for example, manufacturing, food processing, telecommunication, hospitality, construction, education, health, participated in the study and this enhanced a diverse population which positively informed and maximised external validity. As a result, the researcher concluded that the efforts mentioned above were in the right direction to enable the generalisation of the research findings. These efforts enhanced external validity.

4.22.3 Face Validity

As the name stands, facial validity is concerned with the surface of the research instrument. It attempts to validate the extent to which the research instrument looked like a tool, intended to collect data and thereafter measure the defined aspects of the phenomenon under investigation. Face validity is considered valuable because it enhances cooperation with the intended respondents (Leedy & Ormrod, 2013). Consistently, in order to address face validity for this study of talent management in the medium sized enterprises in Uganda, the researcher designed the questionnaire with a number of aspects. These aspects were meant to ensure that the questionnaire is “compliant” with facial validity. A case in point, the questionnaire was headed “Questionnaire” followed with a title “A survey for Talent Management in Medium Sized Enterprises in Uganda”. From the onset, the heading of the questionnaire indicated that it was a research instrument, designed to collect data on the phenomenon of talent management in medium sized enterprises in Uganda. This aspect positively addressed face validity. Secondly, an introduction was provided to the reader. The introduction provided information on the purpose of the study; the expected level of confidentiality coupled with a brief on the benefits of the research project. All this was done to address, among other things, face validity. Based on this analysis therefore, the researcher was convinced that on first sight, the questionnaire appeared to the respondent as an instrument of research, designed to collect data on talent management in medium sized enterprises in Uganda, and consequently, facial validity was adhered to (See Appendix C).

4.22.4 Content validity

Content validity essentially addresses the appropriateness of the measuring instrument. In other words, it refers to the accuracy with which a measuring instrument, in this case, the

questionnaire, measures the factors or aspects of the phenomenon being investigated. Content validity attempts to answer the question: Did the questions draw the right responses/information from the respondents? It is argued that a research instrument is deemed to have a high content validity when its aspects or content does replicate abundant aspects of the sphere in fitting magnitude (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011). Consistently, in order to address content validity, the questionnaire was structured in eleven sections. Section one contained questions related to identification of the respondents and the general aspects of the enterprise. Section two consisted of questions pertaining to background information. Section 3 to 9 inclusive, called for responses related to the research questions to be answered in relation to the main research question. Section ten had questions which were crosscutting in nature, and the last section, section eleven, contained questions related to the enterprise. This implied that the questions were purely based on the fundamental aspects of the phenomenon being studied, that is, talent identification, leadership talent development, talent development for hard to fill positions, higher position talent development, cohort of talent development, talent utilisation and reward management for talented people. The questions under each section were more than three. This was done in order to attain sufficient representation on each aspect of the phenomenon investigated. This approach to a greater extent, addressed content validity, among other things. Secondly, in order to observe the concept of content validity further, during the formation stage of the questionnaire, two independent experts were engaged to ascertain the relevance of the content therein. In the process, duplications of questions, ambiguities and vagueness were addressed. Finally, three experts, independent of the two mentioned above, in human resources management were engaged in order to constitute a panel of experts to make judgement on the content of the questions. These experts scrutinised the draft questionnaire and suggested alternations/amendments in order to have a flow of content. In the process, thirty questions were amended in all sections of the questionnaire. After the recommended changes were incorporated, the panel of experts concluded that the content of the questionnaire was adequate and appropriate to collect data on the phenomenon being investigated. Thereafter, the researcher forwarded the questionnaire to the two university supervisors. The supervisors analysed it and were satisfied that the content therein was appropriate for the study. This triggered one of the supervisors to email to the researcher the documents pertaining to ethical considerations. Given the above, the researcher was convinced that the steps taken were necessary and sufficient to address the issue of content validity. Hence, it is logical to conclude that content validity was addressed in the study of talent management in the medium

sized enterprises in Uganda.

4.22.5 Reliability Aspects of the Study

In social research, reliability refers to the evenness, steadiness, conformity or consistency. It implies that in case something is repeated, or occurs under similar conditions, identical or similar results are likely or will be obtained (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011). Consistently, various aspects of reliability were considered in order to accomplish this research project. Chief among them were:

4.22.6 Measurement Reliability

Measurement reliability is basically concerned with the numerical results of the study. The purpose of measurement reliability is to see to it that the results of the investigations do not have variations emanating from the characteristics of the measurement procedures (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011). In this regard, the researcher maintained an audit trail of all data related activities undertaken to accomplish the study. For example, copies of raw data [questionnaires] were serially numbered and filed, cleaned datasets were saved on an independent computer as a safeguard measure, and the statisticians and research assistants used computers with active anti-virus programmes as a strategy to guard against loss of data. In short, all the statistical work had backups which served two purposes, namely as a backbone to the whole process of statistical analysis and to provide an audit trail. Secondly, the statisticians, on a continuous basis referred to the audit trail in order to ensure that the measurements undertaken were reliable and consistent. All these actions and procedures were applied to sustain measurement reliability in the study of talent management in the medium sized enterprises in Uganda.

4.22.7 Stability Reliability

Stability reliability of a research instrument is concerned with span of time. This reliability tends to answer the question: Does the instrument provide similar responses in similar situations after some elapse of time (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011)? In order to address stability reliability, the researcher applied the test-re-test method. The instrument was tested using ten (10) medium sized enterprises, which did not participate in the final part of the study as respondents. The results of the test-re-test exercise were used to improve the quality of the research instrument and this a great extent addressed stability

reliability in this study of talent management in the medium sized enterprises in Uganda.

4.22.8 Representative Reliability

This type of reliability attempts to answer the question: Does the indicators derive the same answers when applied to a different group? It is argued that in order for the research instrument to be classified as having attained reasonable representative reliability, the measurement instrument has to provide accurate information for every category of respondents (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011). Unswervingly, the questions in the questionnaire were modulated, ambiguity minimised, typing errors corrected and arranged in a manner which allowed information flow. All this forced the researcher to conclude that representative reliability was addressed in this study of talent management in the medium sized enterprises in Uganda.

4.22.9 Equivalence Reliability

Scholars have argued that equivalence reliability is basically meant to answer the question: Does the measurement yield consistent results across different indicators (Neuman, 2013; Leedy & Ormrod, 2013; Saunders, 2011)? In order to sustain equivalence reliability in this study, the researcher did the following: With the exception of indicators [questions] in sections one and two of the questionnaire, the other aspects had several indicators [questions] developed in order to measure the same or similar constructs. For example, questions numbered 62, 63, 64 were designed to measure skill development in the medium sized enterprises, and questions numbered 69, 70, 71, 72 were formulated to measure talent development in the medium sized enterprises. This multiple choice questions approach was adopted throughout the various aspects of the questionnaire with the view to be compliant with equivalence reliability, among other things. Secondly, the Cronbach's alpha coefficient was adopted in order to measure equivalence reliability of the questionnaire. Where the alpha value was less than 0.8, the questionnaire items that yielded non-required results were revisited by the experts. Thereafter, the items were subjected to another pilot study of five enterprises to re-determine validity and reliability. A completely new set of subjects was used. In this instance, five medium sized enterprises were purposively selected. After attaining the alpha value of not less than 0.8, the questionnaire was deemed to have attained the required validity and reliability, thus, capable to capture data for the study. The researcher concluded that

equivalence reliability was successfully addressed in respect to this study of talent management in the medium sized enterprises in Uganda.

4.23. Data analysis and Processing of Quantitative Findings (Procedure)

The data collected through the application of the questionnaire was coded by the research assistants and reviewed by the statisticians and the researcher. This was done for purposes of quality assurance. In this regard, a computer statistical package STATA 13 was used for data analysis. The statistical analysis commenced after entering data in the computer by using epidata, a data entering programme. Descriptive analysis was done, for example, by means of frequency tables. In addition, graphs and pie charts were applied to present the results of data analysis. In this investigation, data on enterprise characteristics, managerial characteristics, talent identification, leadership talent development, talent development for hard to fill positions, higher position talent development, cohort of talent, talent utilisation and reward management was compiled. Also, talent management, a summation of the seven constructs of (talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward management) was included in the analysis. The items or questions in these themes or constructs (talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward management) were investigated based on a five-point Likert scale. The items in the various constructs were tested and confirmed for reliability using Cronbach's alpha (Likert, 1932; Jamieson, 2004). In other words, a high alpha value ($\alpha > 0.7$) obtained for the various themes implied reliability of the items adopted in assessing the latent constructs.

In the analysis, summated and average scores or indices were generated for each of the themes or constructs - talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward management (Yamane, 1967; Jamieson, 2004). The summated indices in the various domains comprise of non-negative integer values. On the other hand, average indices denote a quotient of the summated indices by the number of items in each of the themes. In addition to the various constructs - talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward

management, data on enterprise and managerial characteristics namely main business type, number of employees, technological advancement, ownership structure, location, presence of active web site, level of competition, performance rating of enterprise, leadership style, ownership participation, academic attainment of general manager and academic attainment of assistant general manager were compiled.

The data analysis was done at three stages: First, a descriptive summary of enterprise and managerial characteristics namely; main business type, number of employees, technological advancement, ownership structure, location, presence of active website, level of competition, performance rating of enterprise, leadership style, ownership participation, academic attainment of general manager and academic attainment of assistant general manager; construct of talent management (talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward management) and talent management - the dependent variable - were made using frequency distributions and summary statistics, respectively. The analysis on the themes or constructs was based on average indices. Furthermore, a bivariate assessment of constructs for any correlation or association with was made using the Spearman's Rank correlation and Pearson correlation (Zar, 1972).

The choice of the approach was based on the fact that the average scores or indices generated were continuous variables. Secondly, a bivariate assessment was made using unadjusted linear logistic regression as shown in the formulae below. The choice of the model to be fit was based on the fact that the dependent variable talent management derived from the seven constructs of talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward management was continuous in nature. The outcome variable of interest had responses of strongly disagree (1), disagree (2), not sure (3), agree (4), and strongly agree (5) were used as discrete numbers or summations used. All these were based on a five rate Likert scale. The choice of the approach was also based on the fact that the average scores or indices generated were continuous variables. Associations between the dependent and independent variables were established at 5% levels, unless otherwise indicated. Now, considering a continuous outcome variable Y, which takes values 1, ..., 5. Different modelling approaches for linear outcomes are based on different comparisons of the probabilities that Y takes the

different possible values. Following the terminology used by Stata, in a linear regression model, the statistician considered, for $j = 2, \dots, 5$.

The linear model of the constructs plus talent management were modelled based on the formulae:

$$Y_i = \beta_0 + \beta_1 X_i + \varepsilon_i \dots\dots\dots (3.1)$$

Where;

- Y_i - Outcome of the Variable (response) for i^{th} experimental/sampling unit
- x_i - Level of the independent variable(predictor) variable for i^{th} experimental/sampling unit
- $\beta_0 + \beta_1 X_i$ - Linear (systematic) relation between Y_i and X_i (aka conditional mean)
- β_0 - Mean of Y when $X=0$ (Y -intercept)
- β_1 - Change in mean of Y when X increases by 1 (slope)
- ε_i - Random error term

We have k variables that we control, or know in advance of outcome, that are used to predict Y , the response (dependent variable). The k independent variables are labelled X_1, X_2, \dots, X_k . The levels of these variables for the i^{th} case are labelled X_{1i}, \dots, X_{ki} . Note that simple linear regression is a special case where $k=1$, thus the methods used are just basic extensions of what we have previously done.

$$Y_i = \beta_0 + \beta_1 X_{1i} + \dots + \beta_k X_{ki} + \varepsilon_i \dots\dots\dots (3.2)$$

where β_j is the change in mean for Y when variable X_j increases by 1 unit, while holding the $k-1$ remaining independent variables constant (partial regression coefficient). This is also referred to as the slope of Y with variable X_j holding the other predictors constant.

All variables with a relatively small probability value ($p < 0.5$) were incorporated for further analysis at the multivariable stage, unless indicated otherwise (Williams, 2016; Hosmer & Lemeshow, 1989). Thirdly, the net-impact of the independent variables on all constructs and talent management as the dependent variables for different models being adjusted in addition to

the enterprise and managerial characteristics namely main business type, number of employees, technological advancement, ownership structure, location, presence of active web site, level of competition, performance rating of enterprise, leadership style, ownership participation, academic attainment of general manager and academic attainment of assistant general manager; was investigated using linear regression based on the equations 3.1-3.2 as illustrated above.

4.24. Qualitative Data Approach for the Study

By and large, this section of the thesis provides the methodological aspects of qualitative research design. The design aimed at providing in-depth responses to quantitative emerging themes in respect to this study of talent management in the medium sized enterprises in Uganda. In order to set the ball rolling, the research felt that it was important to adopt a definition of qualitative research for the study.

Qualitative research refers to any type investigation which yields findings not attained by applying mathematical or statistical processes or any other approaches of quantification (Neuman, 2013; Saunders, 2011; Leedy & Ormrod, 2013; Strauss & Corbin, 1998). However, some scholars consider this definition to be simplistic because of its inclination to procedures and approaches applied to gather and analyse data. It does not accord due consideration to other fundamental aspects of research design (Yilmaz, 2013). On the hand, qualitative research is defined as an inductive, interpretive and naturalistic method to investigate people, cases, phenomena, social settings and processes in their natural settings in order to unfold in descriptive terms, the meanings that people attach to their experiences of the world. This definition implies that qualitative method is a naturalistic method because the researcher investigates the phenomenon in its natural setting and it is inductive because it tends to generate a theory from the empirical data and it is interpretive because it explores the insider's and outside perspective (Yilmaz, 2013; Denzin and Lincoln, 2005). Consistently, qualitative investigation is based on the premise that knowledge is not independent of the knower but is socially constructed and reality is neither statistic or fixed. Given the multiple realities that different cultural actors construct, on the basis of how they view the world, or value systems, there are multiple interpretation or perspective on any event or situation. This implies that understanding the phenomenon, in this case, talent management in the medium sized enterprises in Uganda, from the angle of the participants involved is of critical importance (Yilmaz, 2013).

The researcher analysed the two definitions with the view to adopt one for the study. In the final analysis, the Yilmaz, (2013) and Denzin and Lincoln, (2005) definition of qualitative research was adopted in this study of talent management in the medium sized enterprises in Uganda.

Like quantitative research, qualitative studies also rely on data. Data is mainly obtained through interviews, focus group discussions and observations (Saunders, 2011, Neuman, 2013; Leedy & Ormrod, 2013). By definition, an interview is a purposeful interaction between two or more people or between the researcher and the participant. There are basically three types of interviews, namely; structured interview, semi-structured interview and unstructured interview. In a structured interview, an interview sheet with pre-determined and “standardised” questions is used. In most cases, a structured interview is applied to assemble quantifiable data. This ability to a very great extent explains why it is also referred to as “quantitative research interview”. On the other hand, a semi-structured interview is where the investigator develops themes and questions to constitute the interview. This arrangement enables the researcher to omit some of the questions, depending on the responses and is at liberty to change the order or structure of the questions. In most cases, the researcher records the conversations and the intention is store the data and thereafter analyse it. The third category of interviews is the unstructured. In this interview, the whole process is informal, and the intention is to investigate and obtain in-depth information about the phenomenon being investigated (Saunders, 2011). In a focus group discussion, the researcher interviews several respondents together in a cluster on the identified phenomenon of interest, say for example, how is talent identification processes conducted in the medium sized enterprises in Uganda? Usually, the group consists of not more than twelve respondents and the duration does not need to exceed two hours. In most cases, a moderator is engaged in order to introduce the phenomenon for discussion and to temperate/control/moderate the whole interview process (Leedy & Ormrod, 2013; Neuman, 2013). The foresaid interview approaches do provide the framework on how qualitative data is basically obtained in an investigation. Reliably, for any investigation, it is logical for the researcher to consider and adopt the most appropriate interview approach to be used. In case of this study of talent management in the medium sized enterprises in Uganda, the researcher analysed and weighed the above approaches of collecting qualitative data with the intention to select the most appropriate one. In the final analysis, the semi structured interview approach was zeroed on as the most suitable approach and was adopted. The approach was adopted because of its ability to yield in-depth information about the phenomenon, talent management in the medium sized enterprises, being studied. Secondly, the nature of the questions, emerging

from quantitative data analysis of the study, required participants who were knowledgeable about the phenomenon of talent management, human resources management and SMEs in emerging economies. This necessity meant that there was no need to conduct a structured interview because of the inherent risk to lose out on vital information on the phenomenon of talent management being investigated. The researcher felt that straitjacket interview approach could restrict responses at the expense of the quality of the study.

4.24.1. Qualitative Research Design

Qualitative investigations do employ the concept of research design in the same way as quantitative studies do. Basically, there are two types of qualitative design, namely, the fixed and the flexible design. The fixed model of qualitative design employs a relatively structured approach similar to quantitative model. In most cases, it is a one-way path, from the choice of the topic to the conclusion. On the other hand, flexible qualitative design is more significant. The difference between flexible qualitative design and quantitative design lies in the content, that is, ontology determines epistemology. It is the nature of the research problem that determines the qualitative research design. Specifically, this study centred on talent management in the medium sized enterprises in Uganda. First and foremost, as stated in the literature review chapter, there is no structured definition of talent and the concept of talent management. This implies that talent and talent management is perceived differently. Thus, even when the same concept and elements are used, their content, purpose often vary considerably (Magily, 2011; Rolfe, 2006; Koch, 2006; Morse et al., 2002; Cutcliffe & McKenna, 1999; Marshall, 1996; Lininger, 1994; Guba & Lincoln, 1982). The researcher considered the two approaches with the view to adopt the most appropriate for the study under review. The flexible qualitative design was weighed as the most appropriate and was adopted because of the phenomenon of talent management being investigated in the medium sized enterprise in Uganda. This approach was adopted because the study evolved on research questions of which responses called for flexibility in order to evolve the meaning and conclusions.

4.24.2. Emerging of Qualitative Aspects of the Study

Initially, quantitative data was statistically analysed, and tables generated in relation to the phenomenon of talent management in the medium sized enterprises in Uganda. During the

quantitative data analysis, the results pointed to certain baselines and fundamental emerging themes of the study. These emerging themes formed the basis on which qualitative data was collected and analysed, that is, the emerging theme of quantitative datasets informed and laid the foundation on which qualitative aspects of the study was built. This was based on the researcher's considered opinion that statistical analysis was necessary but not sufficient to provide in-depth explanations or reasons behind the emerging phenomenon in as far as talent management in medium sized enterprises in Uganda was concerned. In order to have a more complete picture of the concept being investigated, the qualitative data was collected and analysed based on emerging themes and was also used for explanatory and validation purposes. A more distinct approach was applied where the qualitative data was used to provide in-depth explanations of "why" the quantitative data was pointing to particular aspects of talent management in medium sized enterprises in Uganda.

4.24.3. Qualitative Data Sampling Strategy

In order to collect qualitative data for this study of talent management in the medium sized enterprises in Uganda, the researcher adopted the theoretical sampling technique. Glaser (1992) advanced that theoretical sampling is a research process where the researcher collects data for purposes of producing a theory. In the process of developing the theory, data collection and analysis are concurrently done. The researcher codes and analyses the data. In the course of data analysis, the researcher also determines which category of data need to be collected in the subsequent phase and where it is meant to be placed in order to develop the emerging theory. By and large, it is the procedure of developing the theory which controls data collection. Consequently, the process of data collection is directed by a sampling approach known as theoretical sampling. In specific terms, theoretical sampling entails that the researcher embarks on the study with a sample where the phenomenon is known to exist, and the next stage of data collection is the starting point of theoretical sampling. The researcher decides where to sample next on the basis of the emerging codes and categories.

Precisely, the researcher commenced the process of collecting qualitative data for this study of talent management in the medium sized enterprises by conducting a self-examination to answer the question: *Who are the most knowledgeable persons in the field of SMEs and human resources/general management known within management and academia circles in Uganda?* This self-searching approach greatly contributed to the identification of the participants. In the

process, the researcher concluded that enterprise-based organisations and institutions of higher learning had the highest number of people considered knowledgeable in the sphere of SMEs and related management. This conclusion, to a great extent, explains which participants were drawn from those circles, with the sole objective to accomplish the study.

Importantly, it is also emphasised that the basic procedure for theoretical sampling is for the researcher to induce codes from the data, at the beginning of data collection through a process of comparative analysis. The researcher applies the codes and develops theoretical connections with other categories of data or themes until each category or theme reaches the saturation level. It is at the saturation level point that the theoretical sampling ends. In essence, the concurrent data collection and analysis are the fundamental aspects of theoretical sampling. The data collected and analysed is for defined themes and this guides the process of data collection. The emerging themes lead the researcher to sample in different sites. Conceptual explanations in the process of theoretical sampling avail the systematic deduction from emerging theory of the theoretical possibilities and probabilities for detailing the theory in aspects of explanation and interpretation. By implication, different questions may be tabled in the process of sampling data collection with the objective of responding to the emerging themes or categories (Glaser, 1992; Morse, 1991). Morse (1991) further stressed that in theoretical sampling, the researcher first zeros on a sample to be interviewed which has a broad or in-depth understanding and experience on the phenomenon being studied. As the investigation progresses, the investigator interacts with the sample/participant more from simple to complex. This implies that the sampling is focused on a specified sample of the population. It is the theoretical sampling technique which was considered and adopted for the study.

4.24.4. Sampling Technique for Qualitative Data

In theoretical sampling, the researcher does not develop a sampling frame for the study. What the researcher does is to select a sample from the population where the phenomenon being investigated exists. The theoretical sampling is determined by emerging themes of the study and therefore, the sample cannot be pre-determined. Theoretical sampling entails purposeful selection of the sample during the initial stages of the study. As the study advances, any sampling done is called theoretical sampling. This is because it is driven or controlled or directed by emerging categories and themes of the phenomenon being studied (Glaser, 1992; Morse, 1991). Consequently, on the basis of this analysis, the researcher developed a sampling

frame in respect to qualitative data collection for this study of talent management in the medium sized enterprises in Uganda. The participants were purposively determined and selected, basing on the researcher conviction that they were experts in the field of SMEs and human resources/general management. Secondly, the decision to select the participants was also influenced by the belief the researcher held that they were going to do justice to the study. The participants in this study of talent management in medium sized enterprises in Uganda were directly recruited by the researcher via fixing appointments at their workstations. Finally, it is important to appreciate that demographics such race were not variables for consideration in this study.

4.24.5. Trustworthiness in Qualitative Research

Rolfe (2006) and Morse et al. (2002) advanced that issues of quality in qualitative research have challenged scholars for the last twenty-five years and beyond. For example, in the 1980's, qualitative investigations witnessed the rejection of the application of the concept of reliability and validity, as applied in quantitative investigations. The fundamental question to be answered by the researcher is: What is a good, valid and or trustworthy qualitative inquiry? In the case of this study of talent management in medium sized enterprises in Uganda, what measures did the researcher take into consideration to support the conclusion that the study is trustworthy? From another perceptive, the core question to be answered is: How can a researcher prevail over his or her audience (including self) that the findings of the investigation conducted are worthy paying attention to, worthy taking account of? (Lincoln and Guba, 1985). Numerous qualitative scholars have asserted that reliability and validity concepts are central to quantitative paradigm and are not pertinent to qualitative investigations. Hence, in the context of this study of talent management in the medium sized enterprises in Uganda, the researcher cannot apply the said concept to the qualitative part of the investigation. This is because there exist no unified body of philosophy [theory], methodology or method that can collectively be categorized as qualitative research. Consistently, the researcher has a duty to strive and enhance quality of the investigation. In order to break the ice, scholars tabled the adaptation of new criteria for determining reliability and validity in qualitative inquiry, hence the emerging of the concept of rigour in qualitative studies. Rigour, in qualitative aspects, means to ascertain trust or confidence in the result and findings of the inquiry. It is the quality of being tremendously thorough, comprehensive, or accurate (Thomas & Magily, 2011; Rolfe, 2006; Koch, 2006; Morse et al., 2002; Cutcliffe & McKenna, 1999; Lininger, 1994; Guba & Lincoln, 1982).

Qualitative research is basically designed to give attention on depth by identifying a single phenomenon while concentrating on complexity. In this regard, depth is the ability to gain a deep understanding of the subject matter being studied with a limited number of participants. The agenda of qualitative studies is not to generalize findings but to investigate deeply an identified phenomenon being studied in order to construct further knowledge. Therefore, qualitative inquiries should be evaluated by using criteria that are structured or developed to and fit for qualitative paradigm. This is based on the premise that a researcher who decides to conduct an investigation by using quantitative paradigm tends to suggest that the world can easily be explained and understood in terms of universal laws and objective truth. The concept of rigour has evolved four aspects which the researcher may or need to address in order to reasonably conclude that the inquiry addressed trustworthiness. These four aspects are: truth-value (credibility); applicability (transferability); consistency (dependability) and neutrality (confirmability) in as far as qualitative studies are concerned (Thomas & Magily, 2011; Rolfe, 2006; Koch, 2006; Morse et al., 2002; Cutcliffe & McKenna, 1999; Lininger, 1994; Guba & Lincoln, 1982; Lincoln & Guba, 1985). Consistently, the researcher considered these aspects in order to address trustworthiness in this study of talent management in the medium sized enterprise in Uganda.

Truth-value (credibility)

This element of trust-value enables the readers (and others) to recognise the experiences reflected in the study through the interpretation of the participants' experiences. It is argued that credibility occurs when the researcher checks for the representativeness of the data as a whole. In this regard, the researcher reviews the individual transcripts, tracing for similarities within and across study participants. It is held that qualitative inquiry is considered to be credible when it unfolds an accurate description of human experiences that people who also share the same experiences would immediately recognise. Strategies to enhance credibility includes reflexivity. This is member checking [informant feedback] and peer debriefing. The researcher returns to the interviewees from who data was collected to ensure that the interpretation of the data made in the process of data analysis are recognised by them [participants] as accurate representation of their experiences. Two or three participants are requested to review.

The investigator engagement an experienced qualitative researcher [Analyst] to analyse the

qualitative data and to guide the research process in order to attain the saturation level of the identified themes of the study. The Analyst was a PhD holder, a Senior lecturer at Makerere University in the Department of Literature. He had over 15 years post doctorate experiencing in qualitative research and had published articles in renowned journals. The Analyst was seconded to the researcher by the Principal of the School of Education, Makerere University. To the researcher, the Analyst had more than what was required to analyse qualitative data of this study in a manner which enhanced creditability. Secondly, the researcher returned the manuscripts to the experts interviewed to enable them ascertain originality of data, that the data was a true representation of their experiences. Individually, the experts read the manuscripts and consented that the data analysis and conclusions made represented their experiences on the phenomenon of talent management in the medium sized enterprises. By and large, the experts were excited by the level of consistency and conclusions made in the course of data analysis. These positive conclusions were a pointer that the study endeavoured to attain credibility in as far as qualitative data analysis and conclusions are concerned.

Furthermore, Lincoln and Guba (1985) stressed that in order to attain credibility, there is need on the part of the researcher, to engage an experienced person [a consultant] to review the discussions and the coding process. Prolonged and varying time spent with the participants, interview techniques, and the transcripts while penning the final report, and using the words of the participants greatly contributes to credibility. In this regard, before penning the qualitative final report of this investigation of talent management in the medium sized enterprises in Uganda, an independent person, a PhD finalist at Makerere University was engaged to listen to the recording; read the transcribed scripts in order to ascertain the degree of consistency of the whole process; and to weigh the responses in terms of quality and experiences. This process took three days and his conclusion was that the qualitative analysis was professional done in terms of coding and the experts interviewed had enormous experiences on the subject matter of talent management in medium sized enterprise in Uganda. Furthermore, the Analyst induced codes to inform the qualitative data and evolved theoretical connections with other datasets. In the process, saturation level was attained, and a report was presented. Finally, in order to uphold credibility, the direct words of the participants were used in the report [thesis].

Transferability

In qualitative research, transferability refers to the capacity to transfer research findings or

methods from one group to another, that is, how one ascertains the extent to which the findings of a defined investigation have applicability in other context or with other subjects/participants. One of the approaches to sustain transferability is to provide a dense description of the population. This is done by providing descriptions of demographics and geographic boundaries of the study (Lincoln and Guba, 1985). Consistently, a summary description of the participants is detailed below:

One of the participants was the Executive Director of an entity which provides technical, capacity building and strengthening support to small and medium sized enterprises in Uganda. This entity is funded by members and development partners. This participant had served the entity for over 17 years in the capacity of the CEO. Prior to that engagement, he served in the Implementation and Monitoring Department of PTA Bank for over three years. It is estimated that he had interacted with over 80,000 small and mediums sized enterprise in the Eastern African region. To the researcher, this was considered critical, thus his selection to participate in this study of talent management in the medium sized enterprise in Uganda. The second participant was a Head of Department of one of the departments in social sciences, humanities and psychology at Makerere University. He was a holder of a PhD from one of the best universities in South Africa. He had interacted with medium sized enterprises in Uganda for over 10 years, through one of the business member-based organisation. Prior to the involvement in this study, he had conducted numerous capacity building, reorganization/restructuring and strengthening consultancies with the medium sized enterprises in Uganda. This experience was weighed by the researcher to be relevant to the study, and thus his inclusion as a participant in the investigation. The third participant was a senior lecturer at the Uganda Management Institute in one of the business-oriented departments. He was intellectually inclined to business development and small and medium sized enterprise in Uganda. An economist, with a master's degree and had conducted research in SMEs development in Uganda. He had over 10 year's interactive experience with small and medium sized enterprise in the East African region. To the researcher, this wealth of knowledge was deemed relevant to the study and this explains his inclusion as a participant in the investigation. Another participant was a retired University Professor of Makerere University. He had over thirty years teaching and research experience in enterprise management, both large and medium sized in emerging economies. His experience in business management plus research was deemed extremely relevant for the study, thus his inclusion as a participant. The other participant was a PhD holder, an economist and a lecturer at Makerere University Business School. He had served for over 15 years in various medium

sized enterprises in the private sector of Uganda before turning to academia. This hands-on experience coupled with scholarly inclinations forced the researcher to purposively sample him for this study of talent management in the medium sized enterprises in Uganda. All the participants were drawn from Kampala District. This was because the researcher held the opinion that the highest concentration of experts in the field of business development and human resources management, with specific reference to medium sized enterprises were in Kampala, the capital city of Uganda.

Dependability

Koch (2006) and Lincoln and Guba (1985) advanced that dependability in qualitative inquiry arises when another investigator can follow the decisions trail used by the researcher. In most cases the audit trail is attained by describing the specific objective of the investigation; describing how and why the participants were selected for the inquiry; describing how the data was collected and how long the data collection lasted; explaining how the data was analysed; discussing the interpretation and presentation of the findings; and presenting the specific techniques to determine the credibility. In order to establish dependability, the researcher uses peer involvement in the analysis process, availing a detailed research method or conduct a step-by-step repeat of the inquiry to establish whether the results are likely to be similar to enhance the original findings.

Specifically, for this study of talent management in the medium sized enterprises, the researcher interviewed the participants using a semi structured interview approach. All the proceedings were recorded. The recordings were forwarded to a transcribing expert, at Makerere University. He transcribed the recordings and prepared the manuscripts. For purposes of quality control, two lecturers in the Department of Literature were engaged to independently evaluate the process of transcribing and the quality of output. Minimal errors were identified. The recommendations for corrections were sent to the transcribing expert for action. The said corrections were addressed, and the manuscripts were deemed ready for qualitative data analysis. Thereafter, the manuscripts were forwarded to the Qualitative Analyst, who was engaged to continuously analyse the data, guide on the next course of action in order to arrive at the saturation point. The Analyst coded and systematically analysed the data and developed themes, in line with the design of the study. Based on the said steps taken, the researcher concluded that issues pertaining to dependability were adhered to/ addressed in this study of

talent management in the medium sized enterprises in Uganda.

Confirmability

Confirmability in qualitative studies is deemed to have occurred when credibility, transferability and dependability have been attained. In this regard, the qualitative researcher needs to be reflective, be responsiveness and uphold openness to the study and the results. The researcher needs to have a self-critical attitude in terms of own perception. The investigator also needs to record the proceedings and make a conscious effort to follow the invagination rather than lead the whole process (Lincoln and Guba, 1985). As stated earlier, the researcher addressed issues pertaining to credibility, transferability and dependability and was convinced that the steps taken were appropriate and relevant. Furthermore, the researcher reflected on the whole process of qualitative dimensions of the study and concluded that it was worthwhile. The process was handled by professionals with high degree of integrity and the researcher was following the process and not leading it. The conscious of the investigator are clear that a good piece of work was done.

4.25. Ethical Considerations

In the contextual framework of research studies, ethics refers to the degree of correctness of the behaviours of the researcher in relation to the rights of those being investigated or those who are the subjects or respondents of the study. Broadly, ethics relate to a number of issues. For example, how the research topic was formulated, how the research study was designed and the manner to obtain access, how data was to be analysed and documented by taking into account the moral consideration. This implies that the design of the study must be methodologically and morally defensible (Saunders, 2011). In order to be compliant with ethical aspects of research studies, the researcher filled in and signed off the ethical consideration documents of UNISA, for consideration by the ethical research board. These documents were forwarded to the researcher by one of the supervisors, Professor Serumaga-Zake. The researcher abided by the ethical consideration of UNISA in the process of conducting the study. Furthermore, the investigator, statistician, research assistants, editor, typist and any other persons who were involved in the study, formally signed off a document, emphasising that the data and related information which came to their possession was to be solely utilised for the study and no data or information was to be released to any other person

whatsoever (Appendix D). All respondent medium sized enterprises selected to participate in the study were requested to sign a consent form, agreeing to freely participate in the study and availing correct data at will (Appendix E). In short, the respondents agreed to provide correct data to the best of their understanding and the researcher was at liberty to analyse it for the sole purpose of the study. Confidentiality is a key aspect of ethical consideration for research studies, irrespective of the magnitude. In order to live to the expected standard of confidentiality, all names of the participants or respondents were confidentially kept and not revealed in the study. It was envisaged that holding every respondent in confidence had a positive bearing on the response rate. Furthermore, with regards to ethical considerations, the researcher drafted a cover page of the questionnaire which indicated, among other things, the purpose of the study, the benefits of the study and how the collected data would be managed. This informed the respondents ethically.

4.26. Summary of the Chapter

The initial part of the chapter presented an introduction of the issues handled therein, and a recap of the research questions. This was done in order to enhance consistency with the research strategy and methodology. The other part of the study covered research design, research taxonomy, research approaches, intention of the study, research strategy, time horizon of the study, research methodology, research paradigm, pragmatic paradigm, site of the study, sampling techniques, sample size, targeted population, qualitative data approaches, and unit of analysis. The last part of the chapter consisted of design effects, reliability and validity issues, data analysis and procedures of the quantitative data, qualitative aspects and ethical considerations of the study. Fundamentally, all these aspects were incorporated in the study with the view to obtain credible findings and to develop a talent management model which would have a practical contribution to socioeconomic development of the country.

The next chapter presented data analysis of this study of talent management in medium sized enterprises in Uganda.

CHAPTER FIVE

RESULTS AND DISCUSSIONS

5.1. Introduction

This chapter was designed to avail the reader on how the datasets were analysed and to present the results and discussions of the study. All the work therein was done in anticipation that the main objective of the study would be achieved, that is, to develop a model for talent management for medium sized enterprises in Uganda. Subsequently, an in-depth data analysis and detailed presentation of the research results and discussions is presented herein.

The purpose and focus of this research study were to answer the main research question: What kind of talent management model should be used by medium sized enterprises to retain talented people with the view to sustain enterprise survival, growth, development and competitiveness? What should be incorporated in the model? Under what conditions this kind of model should be applied? In order to do a comprehensive study, both quantitative and qualitative data was collected and analysed. The analysis was sequentially undertaken. In this regard, quantitative and qualitative data were separately analysed to have a complete picture of the phenomenon under consideration. This approach was well detailed in the previous chapter of Research Methodology. The themes which constituted the qualitative aspects emerged from the initial quantitative data analysis. Thereafter, the qualitative data was collected and analysed with the intention to have a more comprehensive picture of the phenomenon being studied. The emphasis of the qualitative data was to provide an in-depth explanation of “why” a particular occurrence or phenomenon unfolded as it was. In order to systematically achieve data analysis, interpretation and modelling, the research questions of the investigation provided the structural guide and were applied accordingly. To recap, the research questions are detailed hereunder:

Research Question One:

Do medium sized enterprises in Uganda identify talented people?

Research Question Two:

Do medium sized enterprises in Uganda develop the identified talented employees to enable

them take up leadership positions in the foreseeable future?

Research Question Three:

To what extent do medium sized enterprises identify talented people to enable them to ascend to hard to fill positions in the foreseeable future?

Research Question Four:

Do medium sized enterprises in Uganda develop the identified talented employees to enable them to take up higher positions in the foreseeable future?

Research Question Five:

To what degree do medium sized enterprises develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness?

Research Question Six:

How are talented people utilised in medium sized enterprises in Uganda in relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness?

Research Question Seven:

To what degree is the reward management for talented employees in medium sized enterprises competitive?

In order to answer these research questions, the researcher ensured that the data analysis process and presentation of the findings followed the various steps detailed in chapter four. All this was done to maintain consistency of the investigation with the view to have creditable findings, contribution to the body of knowledge and to present viable and logical recommendations. Secondly, adherence to research methodology was done in order to generate a creditable model of talent management for medium sized enterprises in Uganda.

5.2. Quantitative Data Presentation Based on the Research Questionnaire

During the phase of developing the research questionnaire, the researcher ensured that the research questions mentioned above (1-7) constituted the themes therein. This was done to have a clear path for data analysis. The researcher held the opinion that this approach was time saving and it led to a logical flow of data analysis sequences. Broadly, the questionnaire was segmented into eleven themes as depicted in table 11 below:

Table 11: Themes of the Questionnaire

Section Number	Theme
Section 1	Identification Questions
Section 2	Background information
Section 3	Talent Identification
Section 4	Leadership Talent Development
Section 5	Talent Development for Hard to Fill Position
Section 6	Higher Position Talent Development
Section 7	Cohort of Talent
Section 8	Talent Utilisation
Section 9	Reward Management
Section 10	Cross cutting Questions
Section 11	Enterprise Based Questions

Source: Author (Research Questionnaire)

By and large, these themes formed the basis of data analysis, presentation of results and findings. It was anticipated that the approach would enable the reader to logically track the sequences and consequently appreciate the findings of the study. In addition, it is important to recognise that questions in sections 10 and 11 were cross cutting in nature and others were enterprise based in character. Given that the unit of analysis for the study was the enterprise, the enterprise-based questions were accordingly distributed to the research themes [sections]. This was done after the researcher conducted an in-depth scrutiny of the questions therein and placed them under the research themes on the basis of “best fit” logic. These questions were penned in italics as a sign of proof that the process of placing them was systematically done. As a result of this exercise, the researcher concluded that the first part of data analysis was reasonably completed and concluded.

5.3. Questionnaire Distribution for the Study

In order to accomplish the study, the questionnaire was distributed as follows:

Table 12: Distribution of the Research Questionnaire

S/No	Region	Selected Sample	Questionnaire Distribution
1	Kampala City	174	174
2	Central Region	180	180
3	Eastern Region	90	90
4	Northern Region	48	48
5	Western Region	108	108
Total		600	600

Source: Author

Based on table 12 above, the questionnaire was printed, packed and distributed as per the regions named therein. The highest number of questionnaires were for Central Region (180), followed by Kampala City (174) and the least number was for Northern Region, 48. However, in each pack of the questionnaire, the researcher included a minimum of fifteen copies of the questionnaire as a contingency to be used in the case of errors or any other eventuality.

5.4. Response Rate

Research-based scholars hold the assertion that for investigators to conduct meaningful and successful research studies, they rely heavily on the willingness of the targeted respondents to positively respond to the items in the questionnaire. At the same time, the response to the questionnaire is a known challenge in social and clinical investigations. Broadly speaking, it is difficult on the part of the researcher to attain a 100 per cent response rate. Given the challenge to attain the response rate of 100 per cent, researchers who use a questionnaire(s) to collect data do aim for a high response rate. This is because the higher response rate does generate a larger dataset with a higher statistical power and smaller confidence intervals, registered around sample statistics. At the same time, the higher response rate drives towards yielding findings that have greater creditability among the key stakeholders and users (Rogelberg & Stanton, 2007). In this regard, Fincham (2008)

stressed that the response rate in respect to a survey needs to be in the region of 60%, as the minimum target for the researcher. By implication, this calls for the researcher to control the non-response bias. This is because of the negative effects of non-response on reliability and validity of the survey research findings. Thus, it is imperative on the part of the researcher to ascertain the response rate of the survey research investigation (Baruch & Holtom, 2008). In this regard, the researcher endeavoured to ascertain the response rate of the study.

The investigator anticipated 600 sampled medium sized enterprises in Uganda to respond to the researcher administered questionnaire as detailed in the table 13 below. However, as stated earlier, it is extremely difficult to obtain a 100 per cent response. The study managed to attain the following:

Table 13: Distribution of the Research Questionnaire and Response Rate

S/No	Region	Selected Sample	Questionnaire Distribution	Responded Sample	Response Rate (Percentage)
1	Kampala City	174	174	168	96.6
2	Central Region	180	180	166	92.2
3	Eastern Region	90	90	89	98.9
4	Northern Region	48	48	48	100.0
5	Western Region	108	108	99	91.7
Total		600	600	570	95.0

Source: Author

In the final analysis, as indicated in table 13, the response rate per region was as follows: 100 per cent response was obtained from the Northern Region, 98.9 per cent from Eastern Region, followed by Kampala City with 96.6 per cent, Central Region with 92.2 per cent and Western Region responded at the rate of 91.7 per cent. In total, 570 medium sized enterprises responded to the questionnaire out of the targeted 600. The overall response rate was 95.0 per cent. According to Nulty (2008), in social research, a response rate of 90 per cent and above is excellent. It is argued that the high response rate of 95.0% has a positive bearing on the creditability of the investigation (Rogelberg & Stanton, 2007). The researcher concluded that the high response rate was mainly attributed to the enterprises' appreciation

of the study. By and large, the medium sized enterprises held the view that the study was conducted under the auspices of a foreign entity, UNISA, and this could generate creditable findings and recommendations. They believed that a greater influence on economic matters would be achieved through the recommendations of the study. Secondly, these enterprises which responded viewed the whole research project as their own in terms of appreciation and benefit. This greatly contributed to the said response rate positively. Thirdly, to some medium sized enterprises, this study was the first one in terms of involvement. They were participating for the first time in a research undertaking and this influenced their urge to positively respond, resulting into the high response rate. Therefore, it could be argued that there was no research fatigue among the medium sized enterprises. This accelerated the response rate.

At the same time, there are reasons tabled by the medium sized enterprises to explain why the thirty questionnaires were non-responsive in the study. Five medium sized enterprises had shut down operations to undertake routine maintenance. In accordance with their internal operations policy, no access could be accorded to visitors/research assistants to obtain business information during the shutdown period. The researcher had no option but to respect that management decision. Seven medium sized enterprises had not serviced their loan portfolio in accordance with the loan agreement. Consequently, the court bailiffs were organising a forced sale in harmony with the Mortgage Act of Uganda. No employee was around to respond to the questionnaire. Thirteen medium sized enterprises rescheduled the appointments repeatedly for the questionnaire to be administered until it was not practical on the part of the researcher to wait any longer. The researcher concluded that these medium sized enterprises were not interested to take part in the survey for reasons best known to themselves. Lastly, five medium sized enterprises indicated that management was not interested in the research undertaking. The reason given was that no direct benefits had been realised through their involvement in the research programs.

5.5. Demographic Profile

The results of demographic descriptive analysis are indicated in table 14 below:

Table 14: Gender of Respondents

Gender of Respondent	Frequency	Percent
1 Male	352	61.75
2 Female	218	38.25
Total	570	100.00

Source: Author

The respondents were asked to state their gender. The findings in the table 14 shows that 352 (61.75%) of the respondents were males while 218 (38.25 %) were females. This shows that the majority of the respondents in this study were males. This result was consistent with the findings of the UBOS, Uganda Labour Force Survey 2002/03 that males constitute the largest percentage of the labour force in urban areas of Uganda. Ernst and Young, (2011) asserted that the majority of the medium sized enterprises were located in the urban and peri-urban areas of the country. This finding implies that the employment pattern in the medium sized enterprises was consistent with the gender distribution of Uganda's labour force in the urban areas. The analysis pointed in the direction that there are structural issues in the socioeconomic setting of the country in as far as gender engagement is concerned. The results also revealed that that there is no proportional representation of women in employment in the medium sized enterprises in Uganda. This gender imbalanced pattern is a factor which negatively influences women participation in top managerial positions in the medium sized enterprises and in other related sectors of the economy of Uganda (see table 15)

5.6. Univariate Analysis of the Responses

The researcher first conducted univariate analysis of the responses obtained through administering the questionnaire to the sampled medium sized enterprises. This tabulation was deemed critical because it laid the foundation for further data analysis which informed the modelling process. All this was done with the intention to answer the main research question of the study. However, the researcher felt that it was important to have a rational sectional presentation of univariate analysis based on the themes/conceptual framework of the research study.

5.7. Univariate Analysis of Enterprise and Managerial Characteristics

Univariate analysis of the results presented below includes enterprise and managerial characteristics, namely main business type, number of employees, technological advancement, ownership structure, location of the enterprise, presence of active website, level of competition, performance rating of enterprise, leadership style, ownership participation, academic attainment of general manager and academic attainment of the assistant general manager.

5.7.1. Main Business undertaken by the Medium Sized Enterprises

The pattern of the main businesses of the medium sized enterprises is reflected in figure 3 below.

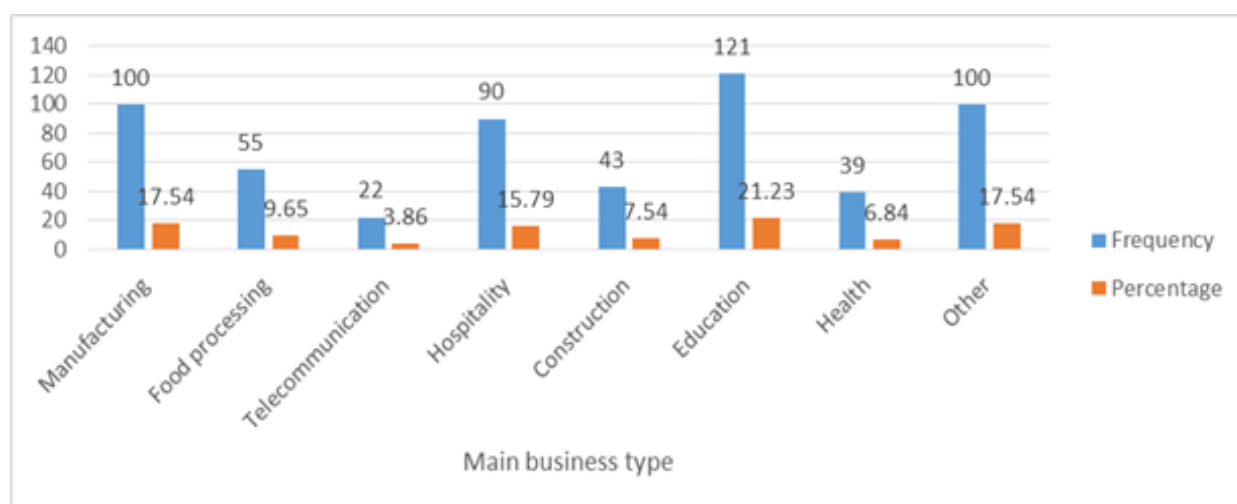


Figure 2: Main Business undertaken by the medium sized enterprises in Uganda

Source: Author

Based on figure 3, the medium sized enterprises were distributed as follows: 21.23% were engaged in the provision of education services; those in the manufacturing sector accounted for 17.54%. Medium sized enterprises in other sectors accounted for 17.54%, and enterprises in the hospitality sector constituted 16%. Food processing as a main business constituted 10% of the medium sized enterprises and those enterprises under the health sector were aggregated at 9%. Medium sized enterprises involved in telecommunication accounted for 4%. The researcher held the opinion that the low involvement of medium sized enterprises in the construction and health services could be attributed to the capital outlay/financial investment

required to kick start and sustain operations in these sectors. Such investments probably appeared not forthcoming to many would-be investors. Consequently, the percentage of participation of the medium sized enterprises was low. Secondly, in the process of collecting data for this study, the researcher observed that there were a significant number of micro and small enterprises involved in the construction and health sector of Uganda. These micro and small enterprises were probably more sustainable and profitable. Consistently, business decisions may have been taken to remain micro and small enterprises. This probably would, to a certain extent, also explain the low involvement [percentage] of the medium sized enterprises in the construction and health sector in Uganda. However, as stated earlier, the micro and small enterprises were not part of this study, thus their exclusion. Further investigation revealed that the 17.54% of the medium sized enterprises classified as “Others” were mainly engaged in security services, agencies of various products and estate [land and houses] dealings, car washing, tailoring and garments, packing enterprises, broadcastings [frequency modulation radios] fuel stations, television stations, and marketers. Lastly, this distribution of medium sized enterprises in main business activities is line with the analysis detailed in chapter three of this thesis. Therefore, it could be concluded that the results herein are consistent with the previous documentations/write-ups on the subject matter of medium sized enterprises in Uganda.

5.7.2 Gender of Chief Executive

The responses in relation to gender of chief executive were computed as indicated in the table below.

Table 15: Gender of Chief Executive

Gender of Chief Executive	Frequency	Percentage
1. Male	454	79.65
2. Female	116	20.35
Total	570	100.00

Source: Author

The respondents were asked to state the gender of the chief executive of the medium sized enterprise. The obtained responses were computed as indicated in table 15. The table shows that (454) 78.65% of chief executives of the medium sized enterprises sampled were males

and (116) 20.35% were females. Thus, the majority of the chief executives of the medium sized enterprises were males. This distribution is consistent with the literacy distribution pattern of Uganda as documented in chapter two of this thesis. The low women engagement could best be explained by the socioeconomic challenges and framework of the country as also detailed in chapter two of this thesis.

5.7.3 Distribution of Technological Advancement

The respondents were asked to rate the level of technological advanced applied in the medium sized enterprises. The aggregated ratings are indicated in the figure below:

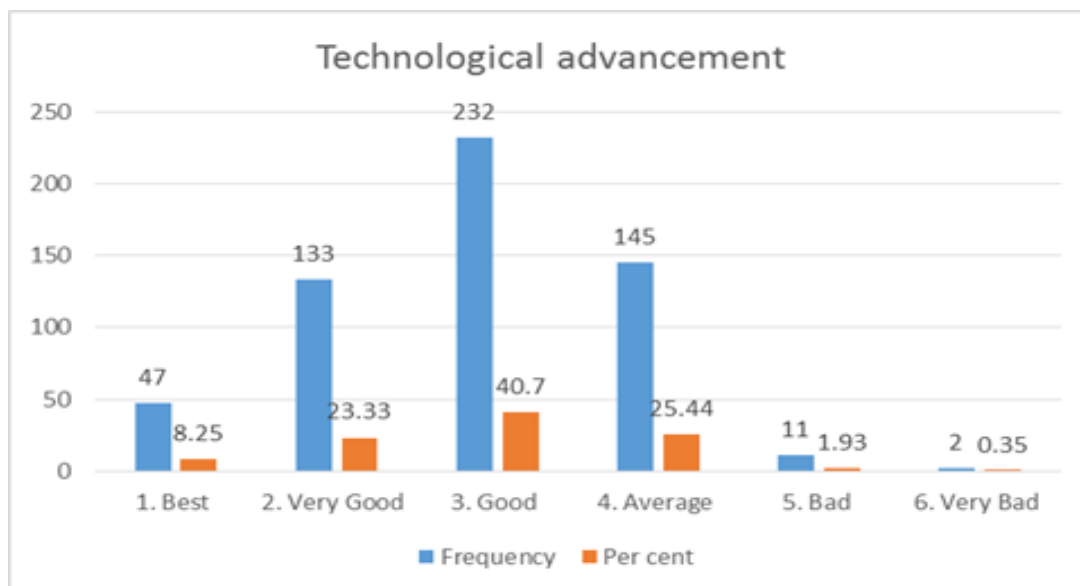


Figure 3: *Technological Advancement in the Medium Sized Enterprises*

Source: Author

Based on the accumulative analysis, figure 4 indicates that 72.28% of the medium sized enterprises in the sample rated technological advancement as “good and above”. This finding is probably an indication that the owners/promoters of medium sized enterprises have strived to invest in technological advancement as a strategy to intensify enterprise competitiveness. This progression in technological advancement can easily be attributed to globalisation (Khabusi, 1997). At the same time, the GoU drafted and approved Vision 2040 as the blueprint to attaining socioeconomic transformation of the country. In this macroeconomics framework, the dependent ingredients included science, technology, engineering and innovations. Therefore, the high application or adaptation of “good” to “best” technologies in the internal

business processes of the medium sized enterprises implied an alignment to the socioeconomic transformation program to achieve the middle-income status by the year 2040. This further strengthens the argument and rationale that medium sized enterprises have a significant role to play in the socio-economic transformation of emerging economies like Uganda. Furthermore, it is logical to assert that these enterprises are an integral part of the search for the African miracle (Nelson & Prescott, 2003; Rogerson, 2001; Ernst & Young, 2011; CSS, 1998; Ntsika, 1999; Gumede, 2000; Berry, Blottnitz, Cassim, Kesper & Balaet, 2002). In relation to human resources management, the increasing application of high [good & best] technologies imply that the medium sized enterprises are positively responding to the new reality that talented people do demand good technologies irrespective of the size of the enterprise. The high technologies are therefore an integral part of enterprise competitiveness as was the case with Pharma Company, a medium sized pharmaceutical enterprise in India (Sharma & Bhatnagar, 2009). Thus, in order to sustain and retain talented employees, medium sized enterprises have moved in the direction of good and best technologies. So, the positive relationship between technologies and talented people as cited in the said pharmaceutical enterprise is pertinent to the medium sized enterprises in Uganda. On the other hand, it could also be argued that the high percentage of technological advancement, indicated in figure 4, is probably due to the fact that such levels of technologies are the ones available on the global market and therefore, the medium sized enterprises have no alternative but to procure and utilise such good and above technologies. Because of technological innovations being experienced globally, other low-grade technologies are probably obsolete and are not on the market for sale.

5.7.4. Distribution of Ownership Structure

In the questionnaire, the respondents were asked to indicate the ownership structure of the medium sized enterprises in Uganda. The ratings were computed. The results are indicated herein under.

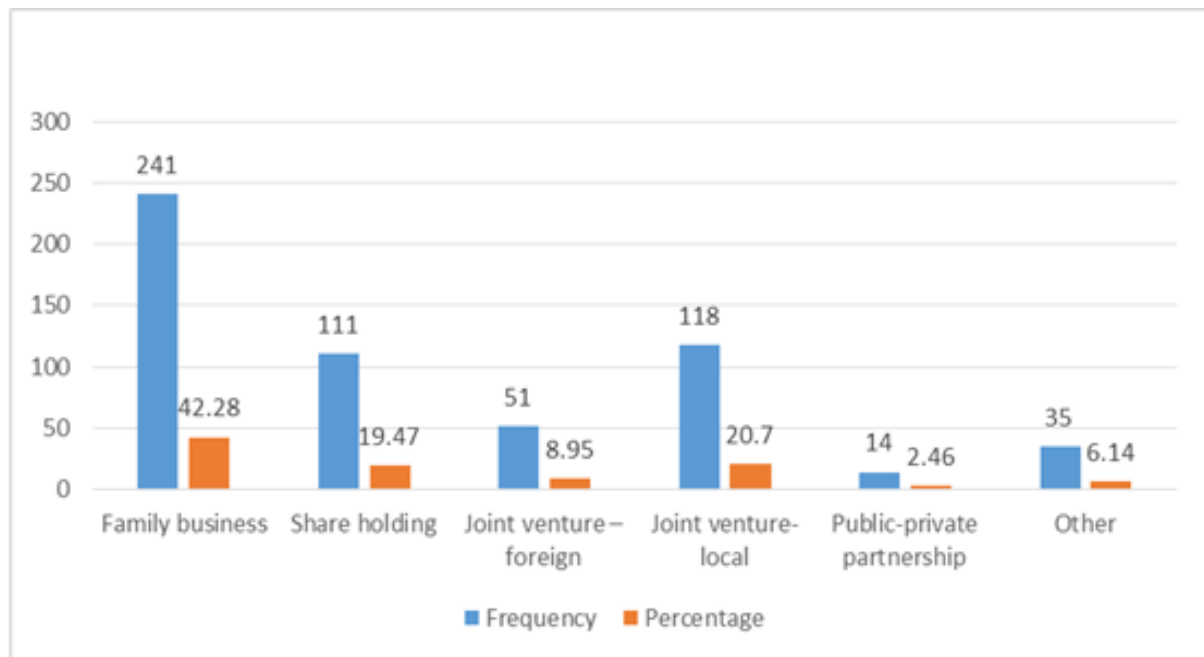


Figure 4: Owners Structure of the Medium Sized Enterprises

Source: Author.

According to figure 5, the majority of the medium sized enterprises sampled (42%) were family owned enterprises. This was followed by joint ventures (Ugandans) (21%) and shareholding (with people outside the family) aggregated at 19%. Joint ventures with foreigners constituted 9% and public-private partnership accounted for 2% of the sampled medium sized enterprises. Multinational involvement in medium sized enterprises was also at 2% of the sampled medium sized enterprises. Cooperatives had the smallest ownership of medium sized enterprises in the country. This stood at 1%. “Other” medium sized enterprises stood at 3%. Basically, those enterprises classified as “Others” were mainly religious based owned enterprises, operating in the private sector of Uganda. It is important to appreciate that all these enterprises were mainly formed for profit making purposes, and this explains their inclusion in this study. Besides what management scholars had advanced about ownership structure of the medium sized enterprises, the researcher held a strong opinion that the differences in ownership structure of the medium sized enterprises in Uganda did provide varying approaches to talent management therein. Therefore, it was important to integrated ownership structure of the medium sized enterprises in the study.

5.7.5. Location of Medium Sized Enterprises

Respondents were also asked to indicate the location of the medium sized enterprise. All the

responses were statistically handled, and the findings are indicated in the figure below.

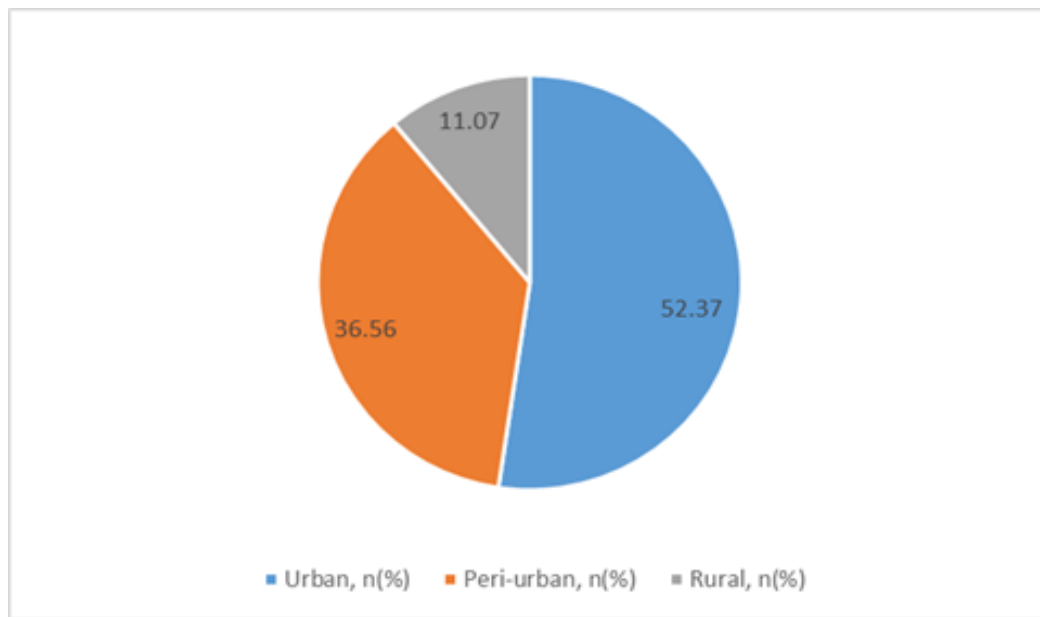


Figure 5: Location of the Medium Sized Enterprises

Source: Author

Figure 6 indicates that 52.37% of the sampled medium sized enterprises were located in urban areas of the country, 36.56% in pre-urban areas and 11.07% in the rural areas. Ernst and Young (2011) emphasised that there is a pattern of medium sized enterprise locations, being within the municipalities and town councils in the country. These enterprises tend to locate themselves within recognised commercial and industrial areas. This business location pattern to a very large extent explains why, in this study, the vast majority of the sampled medium sized enterprises (89%) were located in urban and pre-urban areas of Uganda. Therefore, it is logical to affirm that this finding is consistent with the Ernst and Young (2011) survey of small and medium sized enterprises in Uganda in respect to geographical location of the medium sized enterprises. In the same vein, the researcher held the view that the location of the medium sized enterprises in urban and peri-urban settings is also influenced by the business need to maximise economic linkages and economies of scale. For example, utilities [electricity and water] are more abundant in urban areas compared to rural areas of the country. Secondly, the need to be near the market cannot be ignored as a factor that influences the geographical location of medium sized enterprises in Uganda.

5.7.6. Active Website

Respondents were asked to indicate the availability of an active website for the medium sized enterprise. The aggregated rating was computed, and the results are indicated in the figure below:

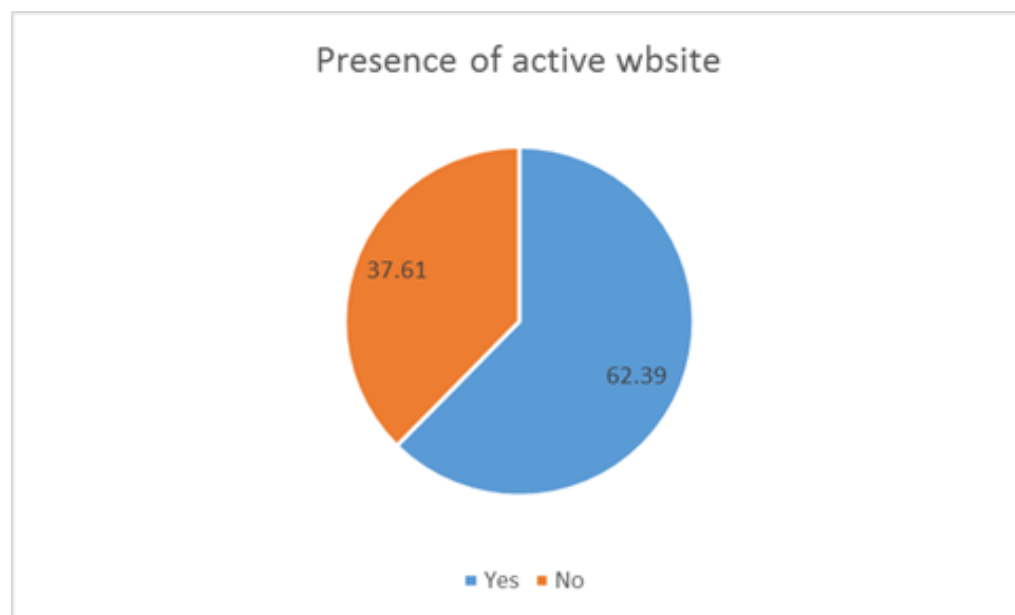


Figure 6: Percentage of Active Website in the Medium Sized Enterprises

Source: Author

Figure 7 shows that the majority of the sampled medium sized enterprises (62.39%) had active website and 37.61% lacked active website sites. This high percentage of active websites could easily be attributed to the high level of technological advancement in communication registered in the country. As stated in chapter three, the GoU took recognisable steps to improve enterprise competitiveness by reducing the bottlenecks in terms of service delivery. The GoU spearheaded the fibre optic expansion project and this formed the backbone of internet accessibility. This finding implies that there is a high likelihood that medium sized enterprises have invested in websites as a strategy to sustain competitiveness by providing real time information to markets. ICT development is deemed to be very relevant to enterprise development irrespective of sizes. In this regard, Ramachandran, et al. (2009) emphasized that websites and International Organisation of Standards (ISO) certifications are “learning channels” required to improve productivity and performance in enterprises. Websites are deemed to be a necessity to be “integrated” in learning and development initiatives of

enterprises in Africa. Therefore, based on these rating that 62.39% of the sampled medium sized enterprises had actives websites, it is logical to argue that these medium sized enterprises are in the right direction of talent management. The websites are available, capable to act as the learning channels for talent development initiatives. The existence of the websites also informed further data analysis for the study.

5.8. Univariate Analysis of Managerial Characteristics

The results of the analysis of managerial characteristics are indicated in table 16 hereunder:

Table 16: Distribution of Managerial Characteristics

Managerial characteristics	Frequency	Percentage
Level of Competition		
Very high	221	38.84
High	253	44.46
Moderate	82	14.41
Low	13	2.28
Performance Rating of Enterprise		
Best	68	11.93
Very good	190	33.33
Good	218	38.25
Average	73	12.81
Bad	21	3.68
Leadership Style		
Participatory	267	46.84
Autocratic	75	13.16
Laisser faire	29	5.09
Top down	199	34.91
Ownership/Owners Participation		
Very high	270	47.37
High	186	32.63
Average	63	11.05
Low	51	8.95
Academic Attainment of GM/CEO		
Doctor of philosophy	40	7.07
Masters	170	30.04
Bachelors	213	37.63
Diploma	91	16.08
Secondary	26	4.59
/-Other	26	4.59
Academic Attainment of Assistant GM/CEO		
Doctor of philosophy	16	2.81
Masters	77	13.53
Bachelors	288	50.62
Diploma	123	21.62
Secondary	46	8.08
Other	19	3.34

Source: Author

5.8.1. Level of Competition

Table 16 accumulatively shows that 83.3% (474) of the sampled medium sized enterprises rated the level of competition as high. This rating was consistent with Khabusi's (1997) illustration that the parliament of Uganda liberalised the economy through the enactment of the Public Enterprise and Divestiture Statute, resulting into the private sector having a greater role to play in socio-economic development of the country. It is this liberalisation of the economy which to a very large extent explains the existence of the high level of competition experienced by the medium sized enterprises. At the same time, it could be argued that the competition is not only for markets but rather, these medium sized enterprises are also competing for inputs including human resources. The war of talents and skills (Mitra et al., 2011 citing Shaw & Gupta, 2001; CIPD, 2006) is a reality in the economy of Uganda.

5.8.2. Performance Rating of Medium Sized Enterprises

Table 16 above also shows that 11.93% (68) of the sampled medium sized enterprises were rated at "best" performance, 33.33% (190) rated the overall performance as "very good" and 38.25% (218) had a performance rating of "good". 12.81% (73) experienced "average" level of performance and 3.68% (21) enterprises rated the level of performance as "bad". No medium sized enterprise had its performance rated as the "worst". Overall, these performance ratings imply that medium sized enterprises in Uganda are striving to survive in a competitive business environment.

5.8.3. Leadership Style in the Medium Sized enterprises

Further data analysis as indicated in table 16 shows that 46.84% (267) of the sampled medium sized enterprises were practicing participatory leadership style, 13.16% (75) had a leadership style rated as autocratic, (29) 5.09% were having laissez-faire leadership style and 34.91% (199) were being managed under the auspices of top down leadership style. These ratings imply that less than 50% of the medium sized enterprises sampled were experiencing participatory leadership style where the executives [top managers] shared leadership roles with other employees in the day to day management. Scholars hold the assertion that sharing leadership has a number of positive business benefits which impact on enterprises survival, growth, development and competitiveness. For example, by sharing leadership roles, the enterprise is in position to build a cadre [cohort] of talented business leaders. Sharing leadership roles also enables the medium sized enterprises to have in place a pipeline of

business leaders for business continuity and development. From another perspective, these ratings on business leadership style also point to a low employee involvement in strategic planning and value creation activities/roles in the medium sized enterprises in Uganda. These ratings seem to reveal a negative effect in terms of talent development in the field of business leadership and this affects enterprise competitiveness (Gandz, 2006; Lawler III & Worley, 2012). In essence, the ratings are consistent with the statement of the problem that medium sized enterprises are faced with managerial challenges in the day to day operations (PSFU, 2010).

5.8.4. Owners' Participation in Day-to-Day Management

Statistical results in table 16 further reveal that 47.37% (270) of the sampled medium sized enterprises had very high owners participation/direct involvement in the day-to-day management. 32.63% (186) of them indicated high owners participation. Accumulatively, 80% (456) of the medium sized enterprises in the sample had high owners' involvement in the day to day management. The owners were running the show in these medium sized enterprises as the prime decision makers. Table 16 also indicates that 11.05% (63) had average owners participation whereas 5.44% (31) had low owners participation and 3.51% (20) of the medium sized enterprises in the sample were associated with very low owners participation. These ratings indicate varying owners participation, and this probably has a bearing on talent management in the medium sized enterprises in Uganda. Management literature in relation to talent management in the small and medium sized enterprises advances that owner-managers involvement in day to day management has a positive bearing on talent management. It is argued that where the owner-managers were highly involved in day to day management, these enterprises were keen to talent development (Chung & D'Annunizio-Green, 2018). The fundamental issue – what is that status in Uganda? The study has endeavour to provide the answer.

5.8.5. Academic Attainment of Chief Executive of the Medium Sized Enterprises

Datasets in table 16 herein above also unfolded that 7.07% (40) of the chief executives in the sampled medium sized enterprises had obtained a Doctor of Philosophy degree, 30.44% (170) were holders of a master's degree, 4.06% (23) were holders of postgraduate diplomas and 33.57% (190) had attained a bachelor's degree. Accumulatively, 74.74% (423) of the chief executives of the sampled medium sized enterprises had attained a bachelor's degree and

16.07% (91) had attained the diploma level of education. These findings are therefore supportive of Ramachandran et al. (2009) findings that owners/managers of the indigenous enterprises who have attained university education do possess higher chances of developing enterprises than those owners/managers who have not attained university education. Therefore, what remains to be seen in this study is whether or not these owners/managers who have attained university education have made a significant contribution toward talent management in the medium sized enterprises in Uganda with the view to sustain enterprise growth, development and competitiveness.

5.8.6. Academic Attainment of Assistant Chief Executive

Lastly, table 16 accumulatively shows that 66.96% (381) of the assistant chief executives were holders of a bachelor's degree and 22.61% (123) had attained the diploma level of education. By and large, the researcher holds the opinion that the university degree and diploma education attainments of the assistant chief executives in the medium sized enterprises in Uganda is appropriate to provide prudent talent management decision, business strategic management decisions, positive business responses and a backup in enterprise management in a competitive business environment. Furthermore, the findings are inclined to Ramachandran et al. (2009) that the managers in the medium sized enterprise are educated and therefore, the propensity to propel them to growth and development is high. This is a good sign in as far as medium sized enterprises are concerned in Uganda.

5.9. Reliability of the Research Instrument

Prior to full-blown data analysis, the questions adopted in evaluating the various latent constructs [research questions] for the study were assessed for reliability. Cronbach's alpha coefficient was used to establish the reliability of the instrument. The details of the data analysis are presented in table 17 below:

Table 17: Reliability of Latent Constructs

Latent constructs	Items	Alpha
Talent identification	41	0.962
Leadership talent development	18	0.883
Talent development for hard to fill position	13	0.926
Higher positions talent development	35	0.971
Cohort of talent	16	0.938
Talent utilisation	23	0.936
Reward management	29	0.869

Source: Author

Based on the analysis indicated in table 17, the high alpha values ($\alpha > 0.7$) obtained in the results unfolded the reliability of the questions adopted in assessing the latent constructs. This evidence gave credence to the application of the questions in assessing the constructs for the study. The overall Cronbach's reliability index for talent identification, leadership talent development, talent development for hard to fill positions, higher positions talent development, cohort of talent, talent utilisation and reward management were 0.962, 0.883, 0.926, 0.971, 0.938, 0.936 and 0.869 respectively. These results affirmed that all the components of the instrument had an acceptable Cronbach alpha of greater than 0.7. This indicated that the instrument was reliable to conduct the planned study of talent management in the medium sized enterprises in Uganda (Tavakol & Dennick, 2011; Cronbach, 1951).

5.10. Summary of Latent Constructs

The researcher conducted a statistical analysis of the variables in order to determine the minimum, maximum, mean and standard deviation. The results are indicated in the table below:

Table 18: Summary Statistics on Latent Constructs/ Variables

N=200	n	min	max	mean	Std. dev
Variables					
Talent Identification	569	2	5	4.1	0.8
Leadership Talent Development	568	2	5	3.8	0.7
Talent Development for the hard to fill Positions	570	2	5	3.9	0.9
Higher position talent development	568	2	5	3.8	0.9
Cohort of talents	570	2	5	4.0	0.8
Talent utilization	568	2	5	3.9	0.8
Reward management	567	2	5	3.5	0.6

Source: Author

Note. Summary statistics are based on average indices, Variations in totals is due to missing data

Based on table 18, the highest mean scores were obtained for the constructs of talent identification (Mean 4.1, SD 0.8) and cohort of talent (Mean 4.0, SD 0.8). This implies that the respondents were highly competent in these aspects. On the other hand, the construct of reward management had the lowest mean score (Mean 3.5, SD 0.6). The researcher held the view that this scenario could be attributed to the limited information flow in the medium sized enterprises in respect of reward management. Thus, this probably limited the responses. In Uganda, the involvement of trade unions in labour related matters is very low indeed. This probably closes the window which could have been used by the employees to have a greater appreciation of the reward management systems applied in the medium sized enterprises. It was established that there were forty registered trade unions with membership estimated at 400,000. This figure accounted for about 3% of the total labour of the country or 13% of the total employees in the informal sector of Uganda (Danish Council for International Cooperation, 2014).

5.11. Frequency Distribution of the Constructs

Details pertaining to frequency distributions are shown in table 19 below:

Table 19: Frequency Distribution of the Constructs

Constructs of the Study	frequency	Percentage
Talent Identification		
Disagree	42	7.38
Not sure	60	10.54
Agree	294	51.67
Strongly agree	173	30.4
Leadership Talent Development		
Disagree	6	1.06
Not sure	171	30.11
Agree	314	55.28
Strongly agree	77	13.56
Talent Development for Hard to Fill Positions		
Disagree	66	11.58
Not sure	70	12.28
Agree	279	48.95
Strongly agree	155	27.19
Higher positions talent development		
Disagree	68	11.97
Not sure	86	15.14
Agree	293	51.58
Strongly agree	121	21.3
Cohort of Talent		
Disagree	48	8.42
Not sure	73	12.81
Agree	269	47.19
Strongly agree	180	31.58
Talent utilisation		
Disagree	52	9.15
Not sure	66	11.62
Agree	320	56.34
Strongly agree	130	22.89
Reward management		
Disagree	17	3
Not sure	236	41.62
Agree	309	54.5
Strongly agree	5	0.88

Source: Author

5.12. Talent Management – Outcome variable - Frequency Distribution

First and foremost, in order to further conduct the test for associations between talent management and plausible independent variables, a variable was generated for measuring talent management in the study. This was done by aggregating the variables corresponding to the seven constructs, that is, talent identification; leadership talent development; talent

development for hard to fill positions; higher position talent development, cohort of talent; talent utilisation and reward management. All this was achieved by using STATA Version 13.0 (StataCorp, 2013). It was this created variable of talent management which was applied to determine the associations with the independent variables.

Table 20: Talent Management – Outcome variable and Frequency Distribution

Variable	Frequency	Percentage
Talent management		
Disagree	1	0.18
Not sure	85	15.1
Agree	263	46.71
Strongly agree	214	38.01

Source: Author

The above table 20, accumulatively shows the frequency and percentage on the outcome variable of talent management. Accumulatively, 84.72% of the medium sized enterprises in the sample were in the “agree” category.

5.13. Correlation Analysis of the Study Constructs

The researcher carried out correlation analysis in order to specifically establish if there was any relationship between the constructs under study. The significance of the relationships was investigated in the process. The results displayed below in table 21 reveal the outcomes of the relationship between the variables as analysed using Pearson correlation.

Table 21: Pearson’s Correlation Coefficient showing Relationships between Constructs and the Variables

Latent Construct	1.	2.	3.	4.	5.	6.	7.
1.Talent identification	1.000						
2.Leadership talent development	0.643	1.000					
3.Talent development for hard to fill positions	0.729	0.743	1.000				
4.Higher positions talent development	0.729	0.739	0.839	1.000			

5.Cohort of talent	0.751	0.732	0.847	0.819*	1.000		
6.Talent utilisation	*0.748	*0.724	*0.799	0.809*	0.797	1.00	
7.Reward management	*0.504	*0.469	*0.509	0.515*	*0.482	*0.50	1.00
	*	*	*		*	7*	0

*Note. Associations are established using Pearson's correlation; where * $p < 0.01$.*

Table 21 presents inter correlation results of the constructs investigated in the study. The statistically significant ($p < 0.01$) correlation coefficients demonstrate positive relationships between the constructs. Furthermore, a bivariate assessment of relationship between various constructs was carried out. The choice of the approach was based on the fact that the average scores or indices generated were continuous variables. Associations between the dependent and independent variables were established at 5% and 1%, unless otherwise indicated. Based on the statistical analysis in table 21, all the constructs of the investigation were positively and significantly correlated. This was an indication that there was a strong, significant and positive relationship amongst all the variables of study. Further explanation in relation to the relationships is discussed in the respective headings below.

Test of associations were undertaken to ascertain whether there were relationships between the various constructs. In addition to demonstrating associations between the constructs, the analysis was geared towards assessing constructs that were highly correlated. However, the associations established at this stage were bivariate assessments; the rest of the variables adopted in the investigations were never controlled for in the investigations at this stage.

5.13.1. Relationship between Talent Identification and other Constructs

Results in table 21 show that talent identification relates positively with leadership talent identification ($r = 0.643$, $p < 0.01$), talent development for hard to fill positions ($r = 0.729$, $p < 0.01$), higher positions talent development ($r = 0.729$, $p < 0.01$), cohort of talent ($r = 0.751$, $p < 0.01$), talent utilisation ($r = 0.748$, $p < 0.01$), as well as reward management ($r = 0.504$, $p < 0.01$).

5.13.2. Relationships between Leadership Talent Development and other Constructs

Furthermore, results reflected in table 21 reveal that leadership talent development relates positively with talent development for hard to fill positions ($r = 0.743$, $p < 0.01$), higher

positions talent development ($r = 0.739$, $p < 0.01$), cohort of talent ($r = 0.732$, $p < 0.01$), talent utilisation ($r = 0.724$, $p < 0.01$), as well as reward management ($r = 0.469$, $p < 0.01$).

5.13.3. Relationship between Talent Development for Hard to Fill Positions and other Constructs

In addition, results in Table 21 indicate that talent development for hard to fill positions relates positively with leadership higher positions talent development ($r = 0.839$, $p < 0.01$), cohort of talent ($r = 0.847$, $p < 0.01$), talent utilisation ($r = 0.799$, $p < 0.01$), as well as reward management ($r = 0.509$, $p < 0.01$).

5.13.4. Relationship between Higher Positions Talent Development and other Constructs

Results in Table 21 also disclose that higher positions talent development relates positively with cohort of talent ($r = 0.819$, $p < 0.01$), talent utilisation ($r = 0.809$, $p < 0.01$), as well as reward management ($r = 0.515$, $p < 0.01$).

5.13.5. Examine the Relationship between Cohort of Talent and other Constructs

Results in table 21 further reveal that cohort of talent relates positively with talent utilisation ($r = 0.797$, $p < 0.01$), as well as reward management ($r = 0.482$, $p < 0.01$). This means that mortgage terms are associated with mortgage usage.

5.13.6. Relationship between Talent Utilisation and other Constructs

In addition, results from table 21 reveal that talent utilisation relates positively with reward management ($r = 0.507$, $p < 0.01$). This meant that mortgage terms are associated with mortgage usage.

5.14. Linear Regression for Unadjusted and Adjusted Model

The linear regression analysis was conducted as an enhancement to the Pearson correlation analysis. This was done in order to establish the degree of influence of the independent variables onto the dependent variable as displayed in table 21 above. A linear regression was carried out since the outcome variables, namely, talent identification, leadership talent development, talent development for hard to fill positions, higher position talent, cohort of talent, talent utilisation and reward management were considered to be outcomes to which the

order of items in the variables appears matters. The research questions were analysed hereunder in order to develop linkages with the management literature reviewed in chapter three. These research questions were analysed independently of each other to generate an understanding of their influence or contribution to the direction of talent management in the medium sized enterprises in Uganda.

5.15. Research Question (RQ) 1:

Do medium sized enterprises in Uganda identify talented people?

In order to statistically answer this research question, the researcher framed the following null hypotheses as a guide:

H0: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence talent identification in the medium sized enterprises.

The alternative hypothesis,

H1: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do influence talent identification in the medium sized enterprises.

The second set of hypotheses in relation to research question one is that:

H0: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence talent identification in the medium sized enterprises.

The alternative hypothesis,

H1: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do influence talent identification in the medium sized enterprises.

5.15.1. Net impact of talent identification with other independent factors

According to the linear regression results in Table 22 (Appendix A), the model fit is of good fit and the model is significant since the probability value (0.000) is less than 0.05. This conclusion is made at the 95 per cent level of confidence. Using the adjusted model, main business, technological advancement, ownership structure, location, performance rating of enterprise, leadership style, academic attainment of assistant general manager, talent development for hard to fill positions, cohort of talent, and talent utilisation are significantly related to talent identification ($p < 0.05$).

For main business type, the coefficient is 0.16 for medium sized enterprises in the education sector; it is greater than that in the manufacturing sector. This means that medium sized enterprises in the education sector have a higher chance of being in higher talent identification categories than those in the manufacturing sector.

The data analysis in table 22 (Appendix A) reveals that medium sized enterprises in the education sectors of Uganda are in the upper horizon of higher talent identification segments in comparison with those medium sized enterprises in the manufacturing sector. The engagement in talent identification is more visible and pronounced in those medium sized enterprises in the education sector than in the manufacturing sector. These statistical results further revealed that talent identification processes in medium sized enterprises in other sectors, like food processing, telecommunication, hospitality, construction and those classified as “Others” is not significantly grounded in the management systems therein. The results also revealed that talent identification in the medium sized enterprises in Uganda is skewed to the education sector, in terms of main business, as an enterprise characteristic. Based on figure 4 above, the biggest percentage of the medium sized enterprises in Uganda are in the education sector. Given the high involvement in talent identification, the “war of talents” (Mitra et al., 2011 citing Shaw & Gupta, 2001; CIPD, 2006,) is visible and real in the education sector of Uganda. Consistently, it can be argued that these medium sized enterprises in the education sector are competing for markets and this necessitates a higher involvement in talent identification processes. Thus, the education-based enterprises are identifying talents in order to sustain survival, growth, development and competitiveness (Sweem, 2009; Pfeffer, 1994). Secondly, this linear regression results unfolds that managers/owners of these medium sized

enterprises in the education sector appreciated the relevance of talented people as the most critical resource in internal business processes (Joerres & Turcq, 2007). These results are also consistent with Chung and D'Annunzio-Green's (2018) and Kaliannan et al.'s (2016) findings that the roles of managers/owners in talent management in the SMEs is unquestionable. From the researcher's perspective, the education based medium sized enterprises were mainly identifying teachers, tutors, facilitators, counsellors, sports masters, music instructors, among other reasons, to provide high quality education services and to keep the enterprises competitive. The high involvement of these medium sized enterprises in higher segments of talent identification categories is also consistent with the management scholars. Rhodes and Brundrett (2006) advanced that there is a recognisable declining supply of senior and middle management cadres in education sectors of developed nations. The cohort from which to identify those to be nurtured into future leaders is also slinking. Based on this assertion, it is permissible to argue that the talent management challenges in the education sectors of developed countries have also infiltrated developing countries like Uganda, and this explains the high involvement in talent identification processes. In essence, the medium sized enterprises in the education sector of Uganda are in the higher talent identification categories as a strategy to mitigate talent management challenges in order to sustain enterprise survival, growth, development and competitiveness. The study finding is that, main business, one of the enterprise characteristics of this study, influences talent identification in the medium sized enterprises in Uganda.

For technological advancement, the coefficient is -0.13 for medium sized enterprises that reported bad technological advancement; this is less than those coefficients for the enterprises which reported best technological advancement. That is, medium sized enterprises that reported bad technological advancement were at lower odds of being in higher talent identification categories.

Linear regression analysis depicted in table 22 (Appendix A) reveals that medium sized enterprises which house bad and very bad technologies are at the lower edge of being in the higher talent identification segments. These results imply that there exists a positive correlation between the level of technological advancement employed in internal business processes by the medium sized enterprises and the propensity for involvement in talent identification processes. These results are consistent with Sharma & Bhatnagar (2009) illustration of the case of Pharma Company, a medium sized enterprise in India. In this

enterprise, talented people demanded higher technologies and working environments like those offered in the multinational corporations. To the talented people, technological advancement employed in enterprises is one of the determinants of their stay and continuous engagement. Thus, it can also be argued that technological advancement is also an integral factor in talent identification processes and engagement. Based on this assertion therefore, it is highly possible that those medium sized enterprises in Uganda which employ bad and very bad technologies have nothing to offer in terms of attraction/inducement/competitive advantage to talented people and this influences the lower propensity for involvement in higher talent identification categories. Based on these results, the researcher holds the opinion that talented people in the labour market in Uganda tend to aspire to serve in those medium sized enterprises which have the capital muscle and continuous business decisions to deploy and sustain good and best technologies in a competitive business environment. Consistently, it is also highly permissible that those medium sized enterprises which employ bad and very bad technologies are not competitive and this accelerates their inability to be in the higher echelon of higher talent identification segments. Overall, the linear regression finding is that technological advancement, a factor of enterprise characteristics in this study, influences/determines the degree of involvement in talent identification in the medium sized enterprises in Uganda. The higher the level of technological advancement employed, the higher the involvement of the medium sized enterprises in talent identification processes.

Based on table 22 (Appendix A), with respect to ownership structure of medium sized enterprises, the coefficient is 0.17 for the enterprises under the public-private partnership ownership structure. This means that medium sized enterprises in the public-private partnership ownership structure have a higher chance of being in higher talent identification categories than family businesses.

The linear regression results indicated in table 22 (Appendix A) unfold that medium sized enterprises under the public-private ownership structure are in higher segments of higher talent identification categories. Based on figure 5, medium sized enterprises under the public-private partnership constituted two percent of the sampled medium sized enterprises in the study. Nevertheless, on the strength of this linear regression results, these medium sized enterprises are in the higher echelon of talent identification processes compared with family owned enterprises, which constitute the majority. The fundamental question is: why are the public-private-partnership medium sized enterprises significantly involved in talent identification

processes, irrespective of their small number? This significant inclination of the public private partnership ownership arrangement to talent identification is best traced in how the GoU tends to finance Vision 2040 in order to achieve the planned level of growth and prosperity. The government tends to finance Vision 2040 through conventional and non- conventional means. Chief among the nonconventional means is the public private partnership arrangement (Vision 2040). Therefore, it can be argued that the public-private partnership medium sized enterprises are highly involved in talent identification probably because of the planned involvement in the socioeconomic development agenda of the country. These enterprises are different in government eyes and this has a bearing on their long-term existence in relation to Vision 2040. Therefore, it can be advanced that the public-private partnership enterprises are structured or built on the long-term agenda with specific roles to contribute to Vision 2040. It is probably this long-term focus, which is a contributor to their higher odds of talent identification. In conclusion therefore, it is far-sighted to assert that ownership structure of medium sized enterprise, one of the factors of enterprise characteristics, influences talent identification processes in the medium sized enterprises in Uganda. This is a finding of this study.

Based on Table 22 (Appendix A), with respect to location of the medium sized enterprises, the coefficient is 0.12 for enterprises located in rural areas; which is higher than that for enterprises located in urban areas. This means that medium sized enterprises in rural areas have a higher chance of being in higher talent identification categories than those located in urban areas.

This linear regression results indicated in table 22 (Appendix A) unfold that the medium sized enterprises located in the rural areas of Uganda are in the higher segments of talent identification categories. Basing on figure 6, medium sized enterprises located in the rural areas of Uganda constituted the lowest percentage (11.07%) of the total number of enterprises involved in the study. However, these medium sized enterprises are significant participants in higher talent identification processes. The question is - why are the medium sized enterprises located in the rural areas significantly involved in talent identification processes, irrespective of their small number in the economy of Uganda? This management situation is probably rooted in the labour force population distribution pattern of Uganda. The country has a labour force projected at 9.8 million people, of which, 30% are deemed literate and the rest, 70%, have not attained primary level of education and are mostly rural based (MoGL&SD, 2006). At the same time, the country is also experiencing rural urban migration, meaning that, young and

energetic people are moving from rural areas to urban areas in search for economic and related social opportunities (Ernst & Young, 2011). Therefore, the higher talent identification in the rural based medium sized enterprises in Uganda is probably informed by the fact that:

- Talent + Training = Practice; and
- Talent = competence + commitment + contribution (Areiqat et al., 2010; Beechler & Woodward, 2009).

Consistently, on the basis of the said labour force distribution pattern and skill intensity in Uganda, the equation of talent is generally lacking in the rural areas and this ignites the search [identification] for talents. Therefore, in order to acquire talents, it is evident that these medium sized enterprises (located in rural areas) should use the higher talent identification processes with the view to sustain survival, growth, development and competitiveness. From another perceptive, the higher involvement in talent identification processes by the medium sized enterprises located in the rural areas is likely to be informed by the way skilled [talented] people tend to locate themselves in the real world. It is argued that skilled people tend to prefer to stay in places which are relatively developed in terms of shopping and trading centres [urban areas]. They also tend to admire to live near their customers (Florida, 2010; Lucas, 1988). Therefore, it is logical on the part of the researcher to rationalise that medium sized enterprises located in the rural areas are in brackets of higher talent identification categories because skilled and talented people have a high preference for urban areas. Consistently, for these medium sized enterprises to secure the required talented people to manage the internal business processes on a continuous basis, one of the viable options is higher involvement in talent identification processes. Besides the above, these results do cement the statement of the problem for the study that medium sized enterprises in Uganda encounter talent management challenges in their day to day operations, and the need for investigation is reasonable. In essence, the finding of the study is that location of medium sized enterprise, one of the factors of enterprise characteristics, influences talent identification processes in the medium sized enterprises in Uganda.

Based on the strength of linear regression analysis as detailed in table 22 (Appendix A), for performance rating of the medium sized enterprises, the coefficient is -0.18 for those enterprises that reported average performance rating; this is less than those for the enterprises which reported best performance rating. This means that medium sized enterprises that reported average performance rating are at lower odds of being in higher

talent identification categories compared to those which reported best performance rating. The coefficient is -0.45 for those enterprises that reported bad performance rating. The coefficient is less than those for the enterprises that reported best performance rating. This implies that the medium sized enterprises that reported bad performance rating are at lower odds of being in higher talent identification categories compared to those which reported best performance rating.

This linear regression results revealed that those medium sized enterprises whose overall performance was rated as bad were in the lower segments of higher talent identification categories, in comparison with those whose overall performance was rated the best. This reflected that there is a positive correlation between the overall performance of medium sized enterprises and the propensity of talent identification involvement. Management scholars do hold the assertion that enterprises which register success in talent management do or tend to record high/good performance and are competitive. At the same time, talent management is viewed as the basis of enterprise success and has a bearing on enterprise survival, growth, development and competitiveness (Yeung, 2006; Grigoryev, 2006; Hiltrop, 1999). Therefore, based on this management assertion, it is highly possible that those medium sized enterprises which experience overall bad performance rating are not staffed with talented people capable of providing operational and business strategic competitive directions in a volatile business environment. There is a high probability that the bad performing medium sized enterprises are staffed with unskilled and non-talented people who are not in position to identify the required talents, resulting into a lower rating in talent identification processes. Secondly, management literature emphasises that below average performers tend to engage their colleagues, that is, the low performers. This compound the bad situation in talent identification processes therein (Hausknecht, Rodda & Howard, 2009; Rappaport, Bancroft & Okum, 2003; Grigoryev, 2006). Basing on this management literature therefore, the medium sized enterprises need to be, from the onset, staffed with talented people who have the ability to intensify high performance which in turn informs the subsequent talent identification processes, resulting into a positive impact on enterprise survival, growth, development and competitiveness. There exists a symbiotic relationship between enterprise performance and talent identification in enterprises (Chung & D'Annunzio-Green, 2018), and this is valid in respect to medium sized enterprises in resource constrained economies, Uganda. By deduction, the study finding is that the overall performance rating of medium sized enterprises, a factor of managerial characteristics, influences/ is associated with the direction and the degree of talent

identification in the medium sized enterprises in Uganda.

For leadership style, in table 22 (Appendix A), the linear regression analysis reveals that the coefficient is -0.15 for medium sized enterprises that reported having laissez faire leadership; this is less than those for the enterprises that reported having participatory leadership. This implies that the medium sized enterprises that reported having liaison and top down leaderships have lower odds of being in higher talent identification categories than those which reported participatory leadership.

According to the linear regression analysis detailed in table 22 (Appendix A) above, medium sized enterprises which experienced leadership styles easily classified as liaison and top down leaderships have lower probabilities of being in the higher talent identification segments. These results are consistent with the management literature. Talent management is viewed to be a companywide people management initiative which calls for a leadership style inclined to it in terms of planning, implementation, evaluation and sustainability in order to attain enterprise strategic goals. It is the leadership style of the enterprise which is evaluated to be of critical importance to talent management programs design and implementation. Therefore, based on these results in relation to leadership style, the liaison and top down leadership styles are deemed not to provide the required “mind-set” to enable talent management initiatives like talent identification to be integrated in the enterprise systems and operations (Onyango, 2015; Uren, 2007). From another perspective, talent management (i.e., identification, development, utilisation and sustainability) calls for organisational will (Onyango, 2015; Haskins & Shaffer, 2010). In line with this management literature therefore, those medium sized enterprises with leadership styles in the ambit of liaison and top down leadership were rated to be in the lower echelon of higher talent identification segments probably because the organisational will was considerably and consistently lacking in them. This rationale was based on the business logic that leadership styles in enterprises inform the organisational will which in turn influences the direction and pace of talent identification processes. It is advanced that CEO’s in enterprises play fundamental roles in talent identification and development processes. A case in point is Jack Welch, the former CEO of General Electric. He upheld talent management by spending approximately 60% of his working time on issues relating to talent identification and the development agenda (Onyango, 2015; Ricco, 2010; Menkes, 2005). Therefore, it is highly possible that those medium sized enterprises with liaison and top down leadership styles have CEO’s and owners who

virtually spare no time to spearhead the talent management agenda and talent identification processes in particular. The CEO's in the medium sized enterprises engulfed in *liaise faire* and top down leadership styles act contrary to Jack Welch of General Electric, and this results in lower involvement in the talent identification processes. In conclusion, linear regression finding is that leadership style, one of the factors of managerial characteristics, influences (or is associated with) or is a determinant of talent identification in the medium sized enterprises in Uganda.

The linear regression analysis reveals that, for academic attainment of the assistant general manager or assistant chief executive officer, the coefficient is -0.24 for medium sized enterprises that had one with a diploma; this is less than that for the enterprises which had one with a doctorate. Further, the coefficient is -0.30 for the medium sized enterprises that had one with secondary, which is less than that for the enterprises that had one with a doctorate; and, the coefficient is -0.35 for the medium sized enterprises that had one with other academic attainment, which is less than that for the enterprises that had one with a doctorate. This means that medium sized enterprises that had an assistant general manager with a diploma, secondary or other academic attainment were at lower odds of being in higher talent identification categories compared to those that had an assistant general manager with a doctorate.

Based on table 16 the respondents rated the academic attainment of the assistant general manager as follows: Doctor of philosophy (2.81%), Master's degree holders (13.53%), Bachelor's degree attainment (50.62%), Diploma holder (21.62%), Secondary education (8.08%) and others (3.34%). These results indicate that the majority of the assistant general managers were bachelor's degree holders. At the same time, the linear regression results revealed that assistant general managers who were holders of bachelor's degrees, ordinary diploma and secondary school education were in the lower segments of higher talent identification categories. First and foremost, these research results are inconsistent with management literature that university academic attainment of the managers of indigenous enterprises in Africa have a positive bearing on enterprises' growth and development (Ramachandran et al.; 2009). Furthermore, management scholars' emphasis that enterprise success in the competitive business environment is best achieved when the most valuable asset, talent, is systemically identified and managed (Piansoongnern & Anurit, 2010; Cappelli, 2008). Consistently, it is logical to argue that the lower involvement of assistant general managers

in talent identification processes in the medium sized enterprises has negative effects on enterprise sustainability and development. In this regard, the researcher holds the view that the lower involvement of the assistant managers who have attained university academic qualifications in talent identifications processes can best be explained by the business space accorded to them. It is highly possible that the majority of assistant general managers in the medium sized enterprises are not accorded the opportunity to be directly involved in talent identification processes and this explains the established lower involvement in the talent identification processes in the medium sized enterprises. The study finding is that the academic attainment of the assistant general manager, a managerial characteristic, influences the direction of talent identification in the medium sized enterprises. However, the overall influence of the academic attainment of the general manager on the direction of talent identification is comparatively lower.

Regarding talent development for hard to fill positions, the coefficient is 0.10 for medium sized enterprises. This means that medium sized enterprises that reported having higher odds of talent development for hard to fill positions also had higher odds for talent identification.

These linear regression results are that medium sized enterprises which are highly involved in talent development for hard to fill positions are associated with high propensities for talent identification involvement. Management scholars have illustrated that globally, enterprises are faced with hard to fill positions. These positions do range from sales representatives, engineers and technicians directly engaged in production/ processing/ operations, to engineering and maintenance divisions of enterprises (Tarique & Schuler, 2010; Joerres & Turcq, 2007). The talent value management model recognises the existence of talent shortages in the markets and the hard to fill positions. The model provides segmentation of roles, the creators, ambassadors, craft masters and drivers. It also avails ways to manage each segment in order to achieve strategic objectives of the enterprises (Joerres & Turcq, 2007). A critical analysis of the talent value management model informs enterprises on talent identification, that is, the need to identify talents based on accorded segmentation; and develops talents in such formats. Therefore, it is logical to argue that on the strength of segmentation, the medium sized enterprises are in position to zero on the hard to fill positions and identify those latent and potential talents to be developed in order to sustain the internal business processes. In short, while lining up talents for development with respect to hard to fill positions, the process of talent identification is the starting point; and this has a net effect on the overall talent

identification processes and magnitude in the medium sized enterprises, thus the relationship between the two. In essence, the grand finding of the study is that talent development for the hard to fill position, a factor outside the enterprise and managerial characteristics, influences (or informs) talent identification in the medium sized enterprises in Uganda.

Regarding cohort of talent, the coefficient is 0.27 for medium sized enterprises, that is, medium sized enterprises that reported having higher odds of cohort of talent development have higher odds for talent identification.

This linear regression results as indicated in table 22 (Appendix A) unfolds that medium sized enterprises that reported being in the higher segments of cohort of talent development initiatives are also in higher odds for talent identification processes. These results tended to be consistent with the management literature. Cappelli (2009) advanced that there is a need to reduce uncertainties in relation to talent management because the models of human resources planning cannot hold in a volatile competitive business environment. Consequently, the concept of portfolio was evolved. Based on this concept therefore, talent employees [cohort] are identified and developed in order to possess broad and general capabilities which enable them to perform various jobs/assignments when need arises. Consistently, it is logical to argue that the overall agenda to develop a cohort of talented employees is best achieved through a well-structured talent identification process, thus the said higher odds, as illustrated in the results. From another talent management viewpoint, it was highly feasible that these medium sized enterprises were applying the talent segmentation approach (Boudreau & Ramstad, 2005) towards a cohort of talent development initiatives. Logically, there was talent identification in the processes of selecting those talented employees to be developed in order to have the required cohort of talents. It could therefore be argued that talent identification for cohort development probably maximized the whole process of talent identification in the medium sized enterprises, leading to the abovementioned results. It could also be argued that those medium sized enterprises, which identified talents for cohort development, were a subset of the whole process of talent identification. In essence, the finding of this study is that cohort of talent development initiatives, a factor outside enterprise and managerial characteristics, influences the direction and dynamics of talent identification in the medium sized enterprises in Uganda.

Regarding talent utilisation, the coefficient is 0.32 for medium sized enterprises. This

means that medium sized enterprises that reported having higher odds of talent utilisation also had higher odds for talent identification.

This linear regression results revealed that those medium sized enterprises in the higher segments of talent utilisation are also in higher odds for talent identification processes. These results are consistent with the management literature. The volatile business environment has forced business leaders in enterprises to come to a realisation that talent is the most valuable asset for enterprise success (Kaliannan et al., 2016; Tatoglu et al., 2016; Areiqat et al., 2010; Sharma et al., 2009; Piansoongnern & Anurit, 2010; Cappelli, 2008). Consistently, talented employees are singled out as the drivers of business success in the medium sized enterprises and this business reality influences talent utilisation and talent identification processes simultaneously. Furthermore, on the basis of the adopted definition of talent management for this study, it is emphasised that there has to be a systematic identification, development, engagement, retaining and utilisation of those employees who are considered to be of value to the enterprises (Yarnall, 2011). Therefore, the adopted definition unfolds a relationship between systematic identification of talents and their utilisation in the enterprises. This relationship helps to achieve strategic business objectives. Thus, these result that medium sized enterprises in higher odds of talent utilisation are also in higher segments of talent identification are consistent with the adopted definition of the study (Yarnall, 2011). The HCPM emphasised that talented employees in the enterprises need to be segmented for purposes of achieving higher utilisation odds. In the same vein, it is rational to add that the said segmentation could best be accomplished with systematic talent identification processes are continuously performed in the medium sized enterprises. Furthermore, the HCPM (Ruse & Jensen, 2008) posed questions to enterprises: What type of talent is required to roll out a business strategy? What type of human resources is needed to attain the projected level of competitiveness? What talents and capabilities are required to work with the high performers in order to sustain enterprise competitiveness? Consistently, it is permissible to argue that these medium sized enterprises under consideration are consistent with management literature as detailed by the HCPM and endeavour to answer the said questions. This is probably done by developing linkages between talent identification and utilisation in order to attain business strategic goals. Therefore, talent identification is the starting point for effective talent utilisation in the medium sized enterprises. In this horizon, Cappelli (2009) emphasised that enterprises need to identify talents at an early age and accord them opportunities to grow faster and in the process, talent utilisation is attained and accelerated. Based on this

management analysis therefore, the results that medium sized enterprises that are in the higher percentile of talent utilisation are also in the higher segments of talent identification reflects consistency and business logic of talent management agenda. This implies that talented employees are not identified for their own sake, but rather to be directly linked or be associated or integrated with utilisation in the medium sized enterprises (Yarnall, 2011). This finding takes in account the strategic business objectives and the urge to remain competitive in the market. From a grand perceptive, the study finding is that talent utilisation, a factor outside enterprise and managerial characteristics, is associated with or influences talent identification in the medium sized enterprises.

5.15.2. Summary of Linear Regression Analysis – Talent Identification

In the course of conducting the study, the researcher evolved null (H₀) hypotheses and alternative hypotheses for each reach research question in order to guide that linear regression analysis. In regards, to research question one, the summary is as follows:

*The null hypothesis (H₀) (i.e., Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence talent identification in the medium sized enterprises) was partly rejected. The number of employees, years of existence and active website did not influence talent identification in the medium sized enterprises in Uganda. The alternative hypothesis (H₁) was valid to the extent that **main business (p=.000), technological advancement (p=.025), ownership structure (p=.047), location (p=.014) did influence talent identification in the medium sized enterprises in Uganda.** In reference to the second null hypothesis (H₀) (i.e., Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence talent identification in the medium sized enterprises), the hypothesis was also partly rejected. It was not rejected to the extent that the level of competition, owners' participation, academic attainment of the general manager did not influence talent identification in the medium sized enterprises in Uganda. The alternative hypothesis (H₁) was accepted to the extent that **performance rating of the enterprise (p=.000; p=.001), leadership style (p=.001) and academic attainment of the assistant chief executive officer (p=.005) did influence the***

direction and dynamics of talent identification in the medium sized enterprises in Uganda. Finally, besides the hypotheses, the study established that talent development for hard to fill positions ($p=.042$), cohort of talent development ($P=.000$) and talent utilization ($p=.000$) do have a positive correlation with talent identification in the medium sized enterprises in Uganda. They do influence the dynamics and direction of talent identification in the medium sized enterprises in Uganda.

5.15.3. Natural Breaks – Responses to Talent Identification

The responses pertaining to RQ 1 were also structured under the theme talent identification. By and large, these responses corresponded with Section III of the questionnaire. The analysis also incorporated those items [questions]/responses which were transferred as stated herein above. All the responses under consideration were plotted on a graph in a descending order with the view to ascertain the natural breaks. The natural breaks assisted to analyse patterns and trends of the datasets in order to generate meaning in relation to talent identification (See Appendix F). Thereafter, a table 23 (Appendix A) was formulated with respect to talent identification in the medium sized enterprises in Uganda.

Based on Table 23 (Appendix A), Q21, Q40, Q31, Q32, Q19, and Q51 constituted the first cluster, Class “A” in the analysis of talent identification in the medium sized enterprises. A critical examination of this cluster revealed a strong inclination to high performers as the main framework for talent identification in medium sized enterprises in Uganda. The average percentage was computed at (440) 77.28% medium sized enterprises. This high percentage of medium sized enterprises inclined to identifying talents through high performers was consistent with the management literature, the principle of “making and buying” of the supply chain model of talent management. The principle emphasized that enterprises had to start with their best workforce forecast, and then plan for a level of internal talent development, within a defined mechanism (Cappelli, 2009). This dataset/cluster did also unveil a segmentation of talents in relation to talent identification processes in the medium sized enterprises in Uganda. This segmentation was in line with the element of impact under the Talentship Model (Boudreau & Ramstad, 2005) and the supply chain model of talent management (Cappelli, 2009). The element of “impact” is basically concerned with the attainment of strategic objectives when a particular cluster of employees is increased. The increase could be in quantity or quality, depending on the strategic rationale advanced by the medium sized enterprises. The talent segmentation enables the medium sized enterprises in Uganda to

identify talents through a structured process. This enables the enterprises to determine which talent pool would be the most productive target for development or retention in order to enhance enterprise survival, growth, development and competitiveness. In the context of medium sized enterprises in Uganda therefore, efforts are geared towards high performers to attain short and long-term strategic objectives. It could also be argued that this talent segmentation is based on the premise that talent development, in whatever form, takes place in the medium sized enterprises. However, the fundamental question to be answered is that: To what extent do the medium sized enterprises develop talents in line with the principle of “making and buying” of the supply chain model of talent management? Based on the statistical results, the researcher concluded that the medium sized enterprises are more grounded in the “buying” than “making” talents. The high average rating of 77.28% enterprises in the first cluster of talent identification is also in line with the talent value management model. The model advances that high performers are critical in creating value for enterprises. Thus, it is important that enterprises manage them in a manner which reflects relevance and linkages to business strategy in order to sustain growth, development and competitiveness. Furthermore, the dataset/cluster did also disclose that talent identification in medium sized enterprises is based on the concept and rationale of talent pool. The talent pool concept stresses that in enterprises, there are positions where, for example, a twenty per cent improvement in their excellence would have a positive and far reaching business sustainable effect on aggregated performance (Joerres & Turcq, 2007). Consistently, it could be argued that the talent identification processes are inclined to high performers in order to address performance related issues with the view to sustain enterprise competitiveness and development. Furthermore, based on the data analysis detailed in table 23 (Appendix A), it could be argued that the vast majority of the medium sized enterprises spend their valuable time and efforts in identifying high performers as the talented people capable to sustain performance. However, these statistical results also imply that most of the medium sized enterprises are not talent developers. These medium sized enterprises are not highly inclined to identifying latent talent and potential, and are therefore, not in the bracket of BTD (Smallwood & Ulrich, 2007). All in all, the researcher holds the view that the high inclination to identifying talents through high performers is informed by the necessity to maximise return on investment within the shortest time possible. This is done without giving due consideration to long term sustainability of the medium sized enterprises in terms of internal supply of talented people.

In conclusion, the researcher considered the high identification of talented people through the

higher performers as an emerging theme of the study. Consistently, it was subjected to qualitative data collection and analysis. A broad management question: *Medium sized enterprises in Uganda do concentrate on identifying talented employees through the high performers rather than other talent identification processes. Based on your expertise, why is this the trend or the modus operandi?* In specific terms, the question was formulated and other subsequent questions, to collect qualitative data from experts in order to ascertain the saturation point with the view to have a complete picture of the phenomenon.

Based on the table 23 (Appendix A), items Q17, Q20, Q25, Q46, Q30, Q42, Q174, Q27 and Q18 formed the second cluster, Class “B”. A close scrutiny of the items showed an inward curving towards recruitment as the second major aspect of talent identification in the medium sized enterprises in Uganda. The average rating of the responses in Class “B” of talent identification stood at 70.89% medium sized enterprises. Recruitment was rated to be a fundamental aspect of talent identification in the medium sized enterprises. It could be argued that this inclination or approach is based on the philosophy that enterprises which fail to attract, retain and utilize talents and high performers are likely to be staffed with relatively unskilled people and this has negative downstream effects on the overall performance and competitiveness (Hausknecht et al., 2009; Rappaport et al., 2003). The adopted definition of talent management for this study emphasises attraction, identification, development, engagement and utilisation of people who are considered to be of relevance to the enterprise survival, growth, development and competitiveness, for short and long terms benefits (Yarnall, 2011). However, the quantitative ratings imply that the medium sized enterprises are skewed to attraction of talents through recruitment as the second main source of talent identification. This inclination seems to be consistent with the management literature. It is advanced that strategic positions filled by bad hire have a high propensity to hammer enterprises in terms of competitive advantage (Grigoryer, 2006). The high rating implies that the medium sized enterprises endeavour to guard against derailing competitiveness through bad hires. The high average response, 70.89% medium sized enterprises inclination to recruitment is further supported by the argument that human capital is the basis of enterprise success and therefore, the medium sized enterprises require talents to ignite and propel competitiveness (Philips, 2014; Yeung, 2006; Grigoryev, 2006; Hiltrop, 1999). Consistently, the medium sized enterprises are involved in recruitment as the second score of talent identification because they tend to guard against engaging low performers. Management scholars hold the assertion that below average performers do aim low, and the performance scale of other employees fall. Worst still, these low performers have a high propensity to

engage their colleagues, the low performers; and this has a negative multiplier and compounded effect on the overall performance of the enterprises [medium sized ones] (Axelord, Handfield-Jones & Michaels, 2002). Unswervingly, it is logical to affirm that the medium sized enterprises are highly involved in recruitments in order to guard against engaging low performers who are likely to hurt the level of competitiveness. The medium sized enterprises' high involvement in recruitment as the second source of talent identification seems to be consistent with the supply chain model of talent management (Cappelli, 2009) - making and buying principle. The point of deviation is that the medium sized enterprises are highly skewed or inclined to the segment of "buying". Based on the model, these medium sized enterprises are probably incurring higher costs on hiring from outside than utilizing talents nurtured from within; and this has negative downstream challenges to the enterprise survival, growth, development and competitiveness. Lastly, the results, 70.89% medium sized enterprises involvement in recruitment is consistent with identification of talents through high performers, analysed earlier. This implies that the majority of the medium sized enterprises in the Uganda use the horizon of higher performers and recruitment as the main source of talent identification. These two aspects are the source of talent in the medium sized enterprises in Uganda. The researcher considered the high rating of the medium sized enterprises to identifying talents through recruitment as an emerging theme of the study. Consequently, the theme was subjected to qualitative data collection and analysis. In order to collect qualitative data on this emerging phenomenon, recruitment as the second major platform for talent identification in the medium sized enterprises in Uganda, the researcher formulated a question: *Talent identification processes in the medium sized enterprises tend to concentrate on recruitment, that is, the medium sized enterprises endeavour to identify talented people at the recruitment stage. Why is this the pattern?*

As indicated in table 23 (Appendix A), items Q44, Q45, Q29, Q184, Q163, Q28, Q47, Q37, Q34 and Q23 formed the third cluster, Class "C", of talent identification in medium sized enterprises. The computed average is (359) 62.98 percent of medium sized enterprises. The items under consideration were by and large pertaining to talent identification processes conducted in-house; that is, "what the medium sized enterprises do in order to identify talented people for utilisation and what actions are taken to those potential employees with talents, which require to be developed for use in the foreseeable future?" The HCPM (Ruse and Jansen, 2008) stresses that talent identification assists enterprises to determine what action to take in relation to investment in talent development processes. At the same time, the model

warns enterprises that, identifying talents is important but not a sufficient condition in talent management initiatives. The HCPM emphasises that the most critical element is to evolve a business decision to invest in talent development in order to sustain enterprise survival, growth, development and competitiveness. Consistently, the fundamental question which hanged in the balance is: Do the medium sized enterprises in Uganda walk the talk of talent development? Overall, the cluster indicated that (359) 62.98 percent of medium sized enterprises were involved in: skill gap identification, management teams were aware of the business repercussions of employees' misalignment in the internal business processes, the enterprises were able to engage talent people, the medium sized enterprises were managed on the perception that talented people master skills faster than non-talented ones, longevity in service did not influence how higher positions were filled, enterprises' consideration of potential employees to succeed over time in talent nomination processes, employee classification on the basis of contributions made to the enterprise, and employees with potential spotted and academic attainment was a factor in the recruitment processes. All these are identification processes with no clear-cut indications for talent development to sustain enterprise competitiveness.

The average ratings of 62.98 percent implied that slightly above statistical average medium sized enterprises were keen to assess their employees in order to identify latent talent and potential required to be developed. Newbold (2010) provided enterprises with the four components of TLC to map out strategies for talent development with the view to sustain competitiveness and development. These components provided the next step to talent development. However, the ratings only availed the baseline factors used by the medium sized enterprises to identify talents with nor corresponding direction of talent development as detailed by the TLC. From another perspective, it could be argued that the slightly above average rating of the medium sized enterprises, in the aspect of identification of latent talent, implied that there was a lot of potential which was put to waste. This is because the average rating revealed that a significant number of medium sized enterprises experienced inability or unwillingness to identify talented people in-house. It is the component of assessing latent talent and potential which informs the talent development processes in-house. This slightly above average rating is deemed to have negative downstream effects on the overall talent management initiatives in the medium sized enterprises in Uganda. Cappelli (2009) echoed that enterprises are duty bound to identify potential at the early period of employees' engagement and thereafter structure out talent development programs in order to unveil the potential for the good of the enterprises. However, the medium sized enterprises in Uganda are slightly

above average at in-house talent identification. Therefore, these enterprises are not wholly adhering to the Cappelli (2009) supply chain model of talent management. Lastly, the study adopted Yarnall's (2011) definition of talent management, which emphasises systematic attraction and identification of potential for current utilisation and that to be developed for future use in order to sustain enterprise competitiveness. Based on these results in relation to talent identification, the medium sized enterprises in Uganda are not in total adherence of the adopted definition of talent management for the study in as far as identifying latent talent and potential to be developed is concerned.

The fourth cluster, Class "D" in table 23 (Appendix A) consisted of responses to questions Q35, Q26, Q43, Q47, Q36, Q41 and Q185. An in-depth analysis of these items curved to human resources management systems in the medium sized enterprises in Uganda. The computed average was (327) 57.29 percent of the sampled medium sized enterprises. Statistically, the rating was slightly above average. This availability of human resources management systems in relation to talent identification is consistent with management literature, the TDPA (Gandz, 2006). The architecture emphasises four critical propositions for talent development, which enterprises must follow in order to be successful. Chief among them is that enterprises need to have in place prudent human resources management systems and processes; that is, the medium sized enterprises need to exhibit human resources planning, recruitment, performance management systems and a compensation plan, which allow employees with potential to realise their desired or projected level of performance. The TDPA (Gandz, 2006) also upholds that an enterprise cannot succeed in talent development without an aggressive human resource management function staffed with professionals. This is because the human resource management function develops systems which, by and large, are implemented and monitored by the line managers who in turn provide a feedback in the talent development pipeline. Therefore, the rating of 57.29 percent of medium sized enterprises unveiled a grey area and questioned the existence, ability [staffing] and functionality of the human resources management function in the medium sized enterprises in Uganda. In addition, the cluster emphasised that management systems relevant for talent identification were in existence in slightly above average medium sized enterprises. These were the only medium sized enterprises consistent with management systems as detailed by the TDPA (Gandz, 2006) in respect to talent identification processes. A significant percentage of medium sized enterprises were outside the bracket of having human resources management systems. Consistently, it is logical to argue that a significant number of medium sized enterprises in

Uganda are propelled/run/managed without management systems which necessitate prudent talent management and talent identification in particular. The researcher also advanced that the failure to have in place prudent human resources management systems probably influences the medium sized enterprises to search for developed talents [finished people] through the high performers and recruitment processes as illustrated above. Thus, there is a likelihood that there exists a correlation between intensive recruitments and the nonexistence of management systems to assist in the identification processes of talented people in the medium sized enterprises in Uganda. Furthermore, the significance of having in place prudent human resources management systems in enterprises in order to evolve talent management initiatives was also highly emphasised by BTD (Smallwood and Ulrich, 2007). The BTD calls for enterprises to have in place management systems to accelerate talent development. Based on these ratings in relation to management systems therefore, it is highly possible that the human resources management function in the medium sized enterprises is not well nurtured, developed or staffed with professionals in order to develop and roll out management systems to assist in talent identification processes. This to a great extent explains the average performance of the medium sized enterprises in this important area, human resources management systems. Therefore, it is logical to state that medium sized enterprises are averagely performing in the area of management systems in relation to talent identification because the human resources management function is not properly and professionally streamlined and empowered to undertake critical talent identification roles in the arena of talent management. Apparently, it could be argued that the more the medium sized enterprises rely on recruitment of talented people the worse the management systems to assist in identification processes of talented employees become.

In deduction, the slightly above average ratings in relation to management systems to assist in talent identification captured the interest of the researcher as an emerging theme of the study. Consistently, the issue of management systems was subjected to further investigation, by applying qualitative data collection and analysis. In this regard, the researcher framed a research question: *Apparently, the number of medium sized enterprises in Uganda with management systems capable to assist in talent identification can easily be rated as “average”. Based on your expertise, why is the case?*

Based on the details in table 23 (Appendix A), the responses from items Q48, Q39, Q38 and Q165 constituted the last cluster, Class “E” in relation to research question one. A close

analysis of this cluster curved to one fundamental aspect, “talent requirements” in the medium sized enterprises in Uganda. The average computation stood at (232) 40.416 percent of the sampled medium sized enterprises that were keen to positively respond to questions pertaining to the talent requirement analysis. The below average percentage of the medium sized enterprises in talent requirement analysis is contrary to what is emphasised by management scholars. Scholars emphasise that business entities have to answer questions pertaining to skills, attributes, knowledge, capabilities, in terms of requirements in order to sustain the short- and long-term enterprise competitiveness (Haskin & Shaffer, 2010). Furthermore, these below average ratings also imply that the vast majority of the medium sized enterprises in Uganda are not keen at analysing and planning for talent requirements with the view to sustain enterprise survival, growth, development and competitiveness. In the same vein, the third principle of the supply chain model of talent management recognises academic attainments as an integral part of the talent management agenda. This implies that enterprises, in determining their talent requirements do accord academic requirements due attention (Cappelli, 2009). However, based on the ratings, this is not the case with the vast majority of medium sized enterprises. To a large extent, these ratings imply that the whole framework of talent requirements is not an integral part of the business management function for the vast majority of the medium sized enterprises; and this affects talent management initiatives. In the end, there is a high possibility that the medium sized enterprises experience far reaching consequences in terms of enterprise survival, growth, development and competitiveness.

The importance of human resources requirements analysis was well illustrated in the HCPM (Ruse & Jansen, 2008). Based on these results therefore, the vast majority of medium sized enterprises in Uganda are not grounded in human resources planning, with specific reference to talent requirement analysis and therefore, inconsistent with the management literature. This further implies that human resources requirements are likely to be arrived at by using ad hoc means and this is likely to have high negative tendencies on the overall performance of these medium sized enterprises in the country. The ratings also imply that the linkages between the business strategy and human resources requirements is generally lacking in the vast majority of medium sized enterprises. Therefore, from human resources management perspective, the long-term sustainability of the medium sized enterprises is highly questionable, given the volatile business environment in which they operate, resulting from the lower involvement in talent requirement analysis.

Moving forward, the researcher viewed the phenomenon of human resources planning and

talent requirement analysis in the medium sized enterprises as an emerging theme for further investigation. Hence, qualitative data was sought with the view to obtain a more complete picture. The researcher formulated a question: *The number of medium sized enterprises involved in human resources planning and talent requirement forecasting is very small indeed. This is to say, the majority of the medium sized enterprises in Uganda are not involved in human resources planning and talent requirement analysis. Why are the medium sized enterprises in Uganda managed that way?*

5.16. Research Question (RQ) 2:

Do medium sized enterprises in Uganda develop the identified talented employees to enable such employees to take up leadership positions in the foreseeable future?

In order to statistically analyse research question two, the researcher framed the following hypotheses as a guide:

H0: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence the development of identified talented employees to enable such employees to take up leadership positions in the foreseeable future.

The alternative hypothesis,

H1: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do influence the development of identified talented employees to enable such employees to take up leadership positions in the foreseeable future.

The second set of hypotheses in relation to research question two is that:

H0: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence the development of identified talented employees to enable such employees to take up leadership positions in the foreseeable future.

The alternative hypothesis,

H1: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners' participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do influence the development of identified talented employees to enable such employees to take up leadership positions in the foreseeable future. Table 24 (Appendix A) shows the regression results.

5.16.1. Net impact of Leadership Talent Development with other independent factors.

According to the linear regression results in Table 24 (Appendix A), the model was of a good fit since the probability value (0.000) is less than 0.05. The conclusion was made at a 95 per cent level of confidence. Using the adjusted model, main business, technological advancement, ownership structure, location, level of competition, leadership style, talent development for hard to fill positions, higher position talent development, and reward management are significantly related to leadership talent development ($p < 0.005$).

This linear regression finding reveals that the level of technological advancement engaged in the medium sized enterprises, main business, technological advancement, ownership structure, location, level of competition, leadership style, talent identification, higher position talent development, and reward management are significantly associated with leadership talent development in the medium sized enterprises in Uganda. These factors play a significant role to determine or influence the direction of leadership talent development in the medium sized enterprises in Uganda.

With respect to main business, the coefficient is 0.12 for the medium sized enterprises that reported being in food processing. This means that medium sized enterprises that reported being engaged in food processing have higher odds of being in leadership talent development categories than those which reported being engaged in manufacturing.

Based on figure 3 above, medium sized enterprises in the food processing undertakings as the main business constituted 10 percent of the total number of the medium sized enterprises that participated in the study. This raises a question: "Why is that a relatively small percentage of medium sized enterprises do have a significant involvement in leadership talent

development?” Fulmer et al., (2009) illustrated that it is the occurrence of imbalances in the supply of business leaders which to a very large extent explains the involvement of enterprises in leadership talent development initiatives. Based on this fundamental factor, the researcher concluded that it is not the numerical number of the medium sized enterprises which influence the involvement in leadership talent development but rather the deficiencies in supply. Therefore, medium sized enterprises in the food processing are highly involved in leadership talent development business of the deficiencies experienced in business leadership therein. It is the deficiency in business leadership which informs the direction of leadership talent development. Furthermore, Fulmer et al. (2009) advanced that enterprises which flourish in leadership talent development do engage in company-wide high-profile talent management conferences in which attention is accorded to linking the business strategy to talent development initiatives. The whole agenda of business linkages is to maximise the paybacks of talent development initiatives. These enterprises are also involved in developing and approving appropriate training and education curriculum for the talented people. They further walk the talk of leadership talent development by rolling out the approved curriculum to develop the right competencies in leadership skills, which are needed in order to enhance enterprise competitiveness. Consistently, it is logical to assert that those medium sized enterprises involved in leadership talent development have endeavoured to live within the confines of management literature (as illustrated by Fulmer et al.; 2009) with the view to increase the supply of business leaders in the Uganda. Those enterprises which have succeeded in leadership development do uphold coaching. Coaching is integrated in top management priority activities to build capacity in the field of leadership, high performers are identified and continuously assessed in order to have an in-depth understanding of their strengths and professional inclinations. The identified employees with potential are placed on accelerated development programs in order to develop their skills and capabilities in business leadership. Lastly, all other talent development programs and related human resources initiatives are also directly linked to the business strategy of the enterprise. Based on the illustrations in relation to what enterprises tend to do to enhance leadership talent development, it is logical to assert that food processing medium sized enterprises are significantly linked to leadership talent development because they tend to live and operate within the armpit of Fulmer et al. (2009) by adopting coaching as a strategy to develop business leaders. In essence, the finding of the study is that “main business”, a factor of enterprise characteristics influences the direction of leadership talent development in medium sized enterprises.

With respect to technological advancement, the coefficient is -0.3 for the medium sized enterprises that reported very bad technological advancement. This is less than those that reported best technological advancement. This means that medium sized enterprises that reported very bad technological advancement have lower odds of being in higher leadership talent development categories than those which reported best technological advancement.

The linear regression results reveal that medium sized enterprises with technologies rated as very bad in the internal business processes are in lower probabilities of being in the higher echelon of leadership talent development. From a broad spectrum, the results imply that the lower the level of technological advancement employed by medium sized enterprises in internal business processes, the lower the involvement in leadership talent development initiatives. Management scholars have asserted that prosperous enterprises operating in a competitive business environment do profoundly invest financial resources and time in leadership development. Leadership development is therefore seen as an integral part of human resources development for purposes of attaining short and long-term strategic goals (Munsamy, 2007; Locke & Tarantino, 2006). Based on this management assertion therefore, it is highly possible that those medium sized enterprises with lower levels of technological advancement in internal business processes are in lower participation segments of leadership talent development because they are not successful/flourishing in a competitive business environment and this influences their business decision and action in as far as leadership talent development is concerned. Therefore, it could also be argued that the level of technological advancement in one way or another informs the wellbeing of the medium sized enterprises. Consequently, this has a bearing on their actions in leadership talent development initiatives. From another perspective, it could be argued that medium sized enterprises which are housing very bad technologies are probably not structured on the basis of the built to change theory (Lawler III & Worley, 2012) and this influences their agenda of leadership talent development. Consequently, they report a lower involvement in leadership talent development programs and related initiatives. In the case of Pharma Company in India, it was emphasised that the enterprise [medium sized] was faced with challenges to attract and retain talents. Talented people demanded high technologies and better working terms and environment, comparable to those of the multinational enterprises (Sharma & Bhatnagar, 2009). Therefore, it can be induced from the illustration that lower levels of technologies are barriers to the enterprises' abilities to attract and retain talents; and this has negative effects

on leadership talent development initiatives. Based on this assertion, it is logical to uphold that the medium sized enterprises with lower level of technologies have lower odds for higher leadership talent development because their ability to even attract those latent and potential talents to be nurtured in leadership talent development is lower in the first instance; consequently, the lower involvement in leadership talent development initiatives. In essence, the finding is that technological advancement, an enterprise characteristic, influences the direction/involvement of medium sized enterprises in leadership talent development. The higher the level of technological advancement employed in the medium sized enterprises, the higher the propensity of medium sized enterprises involvement in leadership talent development initiatives. Thus, there is a positive correlation between the level of technological advancement and medium sized enterprise engagement in leadership talent development initiatives.

From the data analysis depicted in table 24 (Appendix A), with respect to ownership structure, the coefficient is 0.08 for medium sized enterprises in joint ventures; this is higher than that of family businesses. This means that medium sized enterprises in the joint ventures (local) have higher odds of being in higher leadership talent development categories than family businesses.

The linear regression analysis reveals that ownership structure of the medium sized enterprises is a positive contributor to leadership talent development initiatives. These results are consistent with the findings of management scholars inclined to SMEs. A case in point, Kaliannan et al. (2016) established that the owners of SMEs are responsible for talent management. In the same vein, D'Annunzio-Green (2018) revealed that the most economic and rational approach to acquire talents is by developing the potential of talented people from within the enterprises. In specific terms, the higher involvement of joint venture - local medium sized enterprises in the higher segments of leadership talent development initiatives could probably be attributed to two factors. These are, namely, human resources management systems (Pruis, 2011; Gandz, 2006) and the intensity of the global shortages of business leaders in the labour markets (Fulmer et al., 2009). This implies that the medium sized enterprises under consideration are having in place prudent human resources management systems capable of identifying latent talent and potential to be developed into future business leaders, as illustrated by the TDPA (Gandz, 2006). Secondly, these medium sized enterprises, under the joint venture local are in the higher segments of leadership talent development

because of their prior knowledge and appreciation that there are scarcities of business leaders in the labour markets. Therefore, as a business strategy, the medium sized enterprises are highly involved in leadership talent development (Munsamy, 2007; Locke & Tarantino, 2006). It is probably, the prior knowledge with respect to supply of business leaders that influences their management action in leadership talent development. In essence, the study finding is that ownership arrangement, an enterprise characteristic, influences the involvement and direction of leadership talent development in the medium sized enterprises in Uganda. Those medium sized enterprises under the joint venture local are in higher quartiles of involvement in leadership talent development initiatives.

With regards to enterprise location, the coefficient is 0.09 for medium sized enterprises in peri-urban areas; this is higher than that for enterprises in urban areas. Also, the coefficient is 0.10 for medium sized enterprises in rural areas, which is higher than that of those in urban areas. This means that medium sized enterprises in peri-urban and rural areas have higher odds of being in higher leadership talent development categories than those in urban areas.

This linear regression analysis as depicted in table 24 (Appendix A) indicates that medium sized enterprises in the peri-urban and rural areas are in the upper echelon of leadership talent development initiatives. This finding unfolds that there is a relationship between location of medium sized enterprises and leadership talent development initiatives. These results can be explained as follows: in developing economies, land is generally viewed as a cheaper factor of production. As a result, there are high tendencies to locate enterprises in peri-urban and rural areas in anticipation that other factors of production are likely to be mobile and move to those enterprises, located in such locations. However, this is not always the case. To the contrary, talented people have a high tendency or preference to stay in urban areas where amenities are developed (Florida, 2010; Lucas, 1988; Black & Henderson, 1999; Eaton & Eckatsin, 1997). Therefore, based on this management literature, it is highly possible that medium sized enterprises located in peri-urban and rural areas are in the higher segments of leadership talent development because of the possibilities that the would-be candidates [talents] to take up leadership positions in order to sustain competitiveness are more interested to serve in urban areas where social amenities are developed. Consistently, the logical business option left to the medium sized enterprises located in peri-urban and rural areas is to engage in higher leadership talent development initiatives, that is, to develop their talents in-house in order sustain enterprise growth and development (Chung & D'Annunzio-Green, 2018; Cappelli, 2009).

From another perspective, the medium sized enterprises located in peri-urban and rural areas of Uganda have higher probabilities for higher leadership talent development as a business strategy to survive in the competitive business environment. Based on figure 5.4 herein above, 36.56 percent of medium sized enterprises in Uganda are located in peri-urban areas and 11.07 percent are in rural areas. It is highly possible that these medium sized enterprises are not in position to continuously compete with those medium sized enterprises located in urban areas in order to attract and retain business leaders. Thus, the medium sized enterprises located in the peri-urban and rural areas most likely conduct business in accordance with BTD (Smallwood & Ulrich, 2007). It has been argued that enterprises do engage various approaches in order to remain afloat in the competitive world where the war of talents is a reality. Some medium enterprises compete for talents by paying higher remunerations, over and above the dynamic market average. However, those enterprises which cannot compete on the basis of remuneration attract and retain talents because of their strong inclination to career development. These enterprises are popularly known as BTD (Smallwood & Ulrich, 2007). Therefore, there is a high likelihood that the medium sized enterprises located in peri-urban and rural areas of Uganda are highly involved in leadership talent development, on the premise of BTD, in order to sustain enterprise survival, growth, development and competitiveness. In conclusion, the grand finding is that location of enterprise, an enterprise characteristic, influences leadership talent development in medium sized enterprises in Uganda.

For level of competition, the coefficient is -0.22 for medium sized enterprises that reported having a low level of competition. This means that, medium sized enterprises that reported having low level of competition have lower odds of being in higher leadership talent development categories than those which reported having a high level of competition.

The TDF emphasises that the starting point in talent development initiatives is for the enterprise to have a critical and an in-depth appreciation of the short and long terms business strategies. This understanding forms the bedrock of enterprise development because it encompasses the core values, opportunities, threats and working culture. These elements do constitute the organization will. It is strongly held that organisational will drives the direction of talent development initiatives in enterprises with the view to sustain competitiveness. Based on this fundamental ingredient of talent development initiatives, the regression analysis results tend to imply that in those medium sized enterprises where organisation will is lacking or is evaluated as low, the degree of talent development initiative is low indeed. This explains the low involvement in leadership talent development. More important, when the organisational

will is insufficient, the ability of the enterprise to answer fundamental business questions like: How and when do the government's procurement priorities and volumes change? Does the enterprise enjoy the capacity and capabilities to compete in the market? How does the enterprise envisage the impact of the global changes on its core business? Is the enterprise aware of the core competencies necessary for sustaining survival, growth, development and competitiveness? Given the existing talent, knowledge and skills in the enterprise, what is the level of human resource utilisation therein? Are employees fully aware of the economic values being created in the enterprise? Are there prudent processes in the enterprise which enable transfer of knowledge from experienced and talent people to others in order to build relevant capabilities for continuity, with specific reference to the young generation? Does the current leadership energize the existing employees in the enterprise? Is there evidence that there are innovative ideas in the pipeline geared at propelling the enterprise forward? This is highly questionable or non-existent (Haskins and Shaffer, 2010). Based on the finding under consideration, the researcher concluded that those medium sized enterprises which experience low competition are in lower segments of leadership talent development because the organisational will, the starting point of talent development is almost non-existent therein. The owners and managers are probably in a comfortable zone, holding the belief that existing business situation of low competition could not drastically change in order to warrant significant changes in enterprise management with a call for leadership development. In essence, the study finding is that the level of competition, one of the factors of managerial characteristics, influences the direction and dynamics of leadership talent development in the medium sized enterprises in Uganda.

For leadership style, the coefficient is -0.08 for medium sized enterprises that reported having top down leadership. This is less than that of enterprises that reported having participatory leadership. This means that, medium sized enterprises that reported having top down leaderships have lower odds of being in higher leadership talent development categories than those enterprises that reported having participatory leadership.

The linear regression analysis in table 24 (Appendix A) indicates that medium sized enterprises with top down leadership style are in the lower segments of leadership talent development. This finding is consistent with the management literature. Management scholars, that is, Lawler III and Worley (2012) illustrated that for enterprises to have successful leadership development initiatives, the desirable leadership style needs to be all embracing, involving all employees therein. The leadership style cultivates a working culture where business

information and performance data are shared with the view to enable employees play a leading role in business strategic formulation and implementation. Consequently, employees with talents are nurtured and developed into business leaders. The statistical results are also consistent with the findings that transformation leadership influences the direction of talent management in the micro, small and medium sized enterprises in Migori, county, Kenya (Onyango, 2015). Therefore, based on the said management assertions, it could be argued that top down leadership style is embedded in the culture of not sharing business information and performance rated information, a key ingredient in business leadership development. It also rooted with the inability to transform enterprises through the adoption and implementation of talent management agenda. As a consequence, the benefits that accrue to enterprises in relation to business leaders' development are lost. In essence, the grand finding is that leadership style, one of the managerial characteristics, influences the direction of leadership talent development in medium sized enterprise in Uganda.

Regarding talent development for hard to fill positions, the coefficient is 0.69 for medium sized. This means that medium sized enterprises that reported having higher odds of talent development for hard to fill positions were also having higher odds for leadership talent development.

From the outlook of the hard to fill positions, one may argue that business leadership is outside the horizon and therefore, there is no connection between leadership talent development and hard to fill positions. However, for the medium sized enterprises in Uganda, this is not the case. The question is: Why? It could probably be argued that the CEOs of these medium sized enterprises were keen on the overall agenda of talent management, similar to Jack Welch, the former CEO of General Electric. Probably, the CEOs of these medium sized enterprises in the higher segments of talent development for hard to fill position spent enough part of their work time on talent development agenda, over and above developing talents for the hard to fill positions and this resulted in the relationship with leadership talent development (Menkes, 2005). It could also be argued that these enterprise with higher odds of talent development for the hard to fill positions are also having higher odds for leadership talent development probably because the management teams therein adopt talent segmentation in their talent development agenda. This approached influenced leadership talent development odds (Garrow & Hirsh, 2008). Lastly, it could also be advanced that the relationship between hard to fill positions talent development and leadership development is best explained by the concept of organisational will. In talent management, the starting point is talent identification.

Therefore, it is logical to argue that talent identification is cognisant of the organisation will of the management team. By and large, talent identification is informed by organisational will toward talent management initiatives. Consistently, it is the organisation will which translates itself into enterprise support for talent development initiatives in enterprise management, resulting into higher odds for talent development for the hard to fill positions and leadership talent development (Haskins & Shaffer, 2010; Newbold, 2010). Finally, the grand finding of the study is that talent development for hard to fill positions, a factor outside enterprise and managerial characteristics, influences, directs or has a positive bearing with leadership talent development in medium sized enterprises in Uganda.

Regarding higher position talent development, the coefficient is 0.37 for medium sized enterprises. This means that medium sized enterprises that reported having higher odds for higher position talent development were also in higher leadership talent development categories.

This linear regression results reveals that medium sized enterprises which are in the higher segments of higher position talent development initiatives are also in higher odds for leadership talent development. Thus, there is a positive correlation between higher position talent development and leadership talent development initiatives in the medium sized enterprises in Uganda. Management scholars have advanced that enterprises are faced with challenges in the supply of business leaders and this situation has been worsen by the fact that talented and experienced people are no longer interested in higher positions. These talented people have experienced stress and burnt-out in the course of performing their duty (Ricco, 2010; Rothwell, 2007; Thau & Heflin, 1997). Therefore, the pressure on enterprises to have business leaders in management is real and pertinent. This explains the involvement in leadership talent development. Specifically, the researcher holds the opinion that by and large, higher positions are leadership positions and this the relationship revealed by the regression analysis under consideration. In the business world, it is rare to find a higher position in enterprises without leadership functions, thus the relationship between high positions talent development and leadership talent development (Onyango, 2015; Newbold, 2010; Fulmer et al., 2009; Garrow & Hirsh, 2008). The grand finding is that higher position talent development, a factor outside the enterprise and managerial characteristics, influences leadership talent development in the medium sized enterprises.

Regarding reward management, the coefficient is 0.13 for medium sized enterprises. This means that medium sized enterprises that reported having higher odds for reward management were also in higher leadership talent development categories.

Basically, the finding is that the medium sized enterprise in the upper echelon of reward management were also experiencing higher segments of leadership talent development in the medium sized enterprise in Uganda. First and foremost, it is the human capital which determines the success or failure of enterprises in a competitive and volatile environment. At the same time, enterprises are faced with challenges to attract and retain skilled and talented people and those with potential which can easily be developed in business leaders (Adiguzel et al., 2010; Walker, 2010; Wyatt, 2008). Based on this management literature therefore, it is logical to advance that the starting point in leadership talent development is the ability of the enterprise to attract and retain those people with talent and potential which needs to be developed in the field of business management and business leadership, among other things. The employee needs to be actively in the enterprise for the leadership development agenda to be rolled out. Consistently, enterprises have come to a realisation that business success in a competitive business environment, is best obtained and sustained when talented employees are highly motivated and retained (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). Based on this realisation, remuneration systems or reward management systems do mitigate some of the challenges encountered in talent retention by providing incentives. Thus, reward management has a bearing on attracting and retaining the required quality of human resources (Walker, 2010; Wyatt, 2008). It is the attracted and retained talented people who are developed into business leaders; this explains the relationship between higher rewards to talented people and leadership talent development. As the enterprise is able to attract and retain talented people through prudent reward management systems, in return, it is in position to influence careers of talented people (Blass & April, 2008). This assertion, to a great extent, explains the positive correlation between reward management and leadership talent development in the medium sized enterprise in Uganda. The study finding is that reward management, a factor outside enterprise and managerial characteristics, influences the pattern and direction of leadership talent development in the medium sized enterprise in Uganda.

5.16.2 Summary of Linear Regression Analysis – Leadership talent development

In relation to research question two of the study, *the null hypothesis (H0) (i.e., Enterprise*

characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence the development of identified talented employees to enable such employees to take up leadership positions in the foreseeable future) was partly rejected. It was not rejected to the extent that the number of employees, years of existence and active website did not influence leadership talent development in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that **main business** ($p=.021$), **technological advancement** ($p=.003$), **ownership structure** ($p=.026$), and **location** ($p=.011$) did influence leadership talent development in the medium sized enterprises in Uganda. In reference to the second null hypothesis, (H0) (i.e., Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence the development of identified talented employees to enable such employees to take up leadership positions in the foreseeable future), the hypothesis was also not rejected to the extent that the level of performance rating of the enterprise, owners' participation, academic attainment of the assistant general manager and academic attainment of the general manager did not influence leadership talent development in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that **level of competition** ($p=.011$), and **leadership style** ($p=.008$) did influence the dynamics and direction of leadership talent development in the medium sized enterprises in Uganda. Finally, besides the hypotheses, the study established that **talent development for the hard to fill positions** ($p=.014$), **higher position talent development** ($p=.000$) and **reward management** ($p=.001$) do have a positive correlation with leadership talent development in the medium sized enterprises in Uganda. These variables did influence the dynamics and direction of leadership talent development in the medium sized enterprises in Uganda.

5.16.3. Natural Breaks – Responses to Leadership Talent Development

The graph (APPENDIX G) was analysed on the strength of the natural brakes and generated even clusters for analysis in relation to research question 2. As a result, the table below was formulated in order to guide the analysis process.

Table 25: Leadership Talent Development

Leadership Talent Development	AGREE (%)	N
<i>Q172 The extent enterprises places emphasis on Finances</i>	94.73	540
CLASS A "AVERAGE"	94.73	540
<i>Q160 Managers have a clear perception of Talented people to Enterprise success</i>	68.77	392
<i>Q171 The extent enterprises place emphasis on machinery</i>	67.49	385
<i>Q170 The extent Enterprises values Human Resources</i>	66.58	380
<i>Q189 Adequate number of Business leader are available in the enterprise</i>	65.96	376
CLASS B "AVERAGE"	67.20	383
Q54 Grooming for Managerial Positions	63.68	363
Q56 Job Rotation Practiced	60.36	344
CLASS C "AVERAGE"	62.02	354
<i>Q173 Enterprises Built on embracing Change management</i>	60.35	344
Q57 Leadership position filled by internal Growth exhibited	59.82	341
<i>Q194 Leadership roles are effectively shared in the enterprise</i>	58.95	336
<i>Q187 in the enterprise suitable employees are groomed for leadership positions</i>	58.02	331
CLASS D "AVERAGE"	59.29	338
<i>Q195 Business information is continuously shared with talented employees in order to enhance enterprise competitiveness</i>	54.91	313
Q53 Formal Managerial Skill training for appropriate Employees	52.28	298
CLASS E "AVERAGE"	53.60	305
Q52 Leadership training for certain number of employees	50.18	286
CLASS F "AVERAGE"	50.18	286
Q58 Formula for filling leadership positions in place	43.51	248
<i>Q188 In the enterprise leadership positions are filled by cronies</i>	41.58	237
Q55 Structured Business leadership Programs in Place	39.30	224
CLASS G "AVERAGE"	41.46	236

Source: Author

Based on table 25, Q 72 constituted the first cluster, Class A. The average rating was (540) 94.73 percent of the medium sized enterprise that placed high emphasis on finances. This revealed that the business promoters of the medium sized enterprises in Uganda are more focused on the financial status of the enterprises, say in terms of cash flow, debt management, sales, return on investment and the overall financial health status of the enterprise than anything else in the overall management spectrum. This high rating of (540) 94.73 percent of the medium sized enterprises inclined to finances is contrary to the business management reality resulting from globalization. Management scholars have stressed that globalization has transcended into unbendable race for resources and markets. Consequently, a paradigm shift in overall management, with greater inclination to talented people. Enterprises have come to a consciousness that business success is best achieved and sustained when talented employees are highly motivated and retained (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). However, these statistical results are inconsistent with the management literature. Apparently, the medium sized enterprises in Uganda are being managed contrary to the said paradigm shift. These medium sized enterprises are still stuck in the forces which brought yester success [before globalisation], and this has negative downstream effects in terms of survival, growth,

development and competitiveness. Secondly, it could be argued that the high prominence of finances also implies that human resources management practices with specific reference to talent management aspects are not well grounded in the medium sized enterprises in Uganda, and therefore, inconsistent with talent management literature (Jackson 2010; Cappelli, 2009; Boudreau & Ramstad, 2005; Blass & April, 2008; Sharma & Bahatnagar, 2009; Fulmer et al., 2009; Ruse & Jansen, 2008; Bernthal et al., 2004; Uren, 2007) The high inclination to finances is also attributed to the mind-set of the promoters/owners and management team of medium sized enterprises. This high predisposition on finances is also inconsistent with the management literature - to what CEOs of enterprises tend to practice in a competitive business environment. The contemporary CEOs stress the relevance of human resources as a fundamental element in the process of attaining enterprise strategic objectives and competitiveness (Beechler & Woodward, 2009). Consistently, it could be stressed that the high emphasis on finances indicates that the attention accorded to human resources management is relatively insufficient in this business management horizon. Fulmer et al., (2009) underlined that enterprises are faced with challenges related to the supply of business leaders. This occurrence greatly explains why a number of enterprises have invested in and evolved leadership development programs with the view to strengthen business management and leadership. Based on the high average rating of the medium sized enterprises inclined to finances, the researcher was forced to conclude that the majority of the medium sized enterprises in Uganda are generally managed contrary to the known phenomenon to enhance the supply of talents in relation to business leadership and management. Therefore, these medium sized enterprises are inconsistent with the management literature, to develop their talented people, which could best be achieved when the reliance is on people not finances (Fulmer et al., 2009). The strong inclination to financial resources also implies that the vast majority of medium sized enterprises in Uganda are structured on the basis of traditional organisation where enterprises ardour financial resources and machinery over and above human resources function [people and talents] (Jackson, 2010; Bernthal, Colteryahn, Davis, Naughton, Rothwell & Wellins, 2004; Lawler III, 2008; Judy & D'Amico, 1997). These results imply that the vast majority of the medium sized enterprises in Uganda are inconsistent with the built to change theory. Consequently, there is an urgent need on their part to enhance change in the field of leadership talent development and the whole spectrum of talent management (Lawler III and Worley, 2012). Thus, the high inclination to finances further reveals that leadership talent development is a secondary management issue in the overall management of medium sized enterprises in Uganda.

The researcher viewed the high average rating of (540) 94.73 percent of medium sized enterprises predominance to finances as an emerging theme of the study. Consequently, there was a need to subject these quantitative results to qualitative data collection and analysis in order to obtain the underlying factors of the phenomenon. In order to collect qualitative data, the researcher framed a question: *As a result of the stiff business competition, the trend is for enterprises to place a lot of emphasis on human resources. This is because of the inherent belief that business success is best attained through human resources. However, this is not the case with the medium sized enterprises in Uganda. They do place a higher emphasis on finances than anything else. Based on your expertise, why is this so?*

The second cluster, table 25, Class B consisted of Q160, Q171, Q170 and Q189 as items. These items were mainly related to where the medium sized enterprises placed emphasis in terms of attributes, perception towards talented people to enterprise success plus adequacy of business leaders in the medium sized enterprises. The average rating of Class B stood at (383) 67.2 percent of the sampled medium sized enterprises. First and foremost, this cluster reemphasized that medium sized enterprise in Uganda had not shifted from the traditional approach of emphasizing finances and machinery in comparison to human resources (Jackson, 2010; Bernthal, Colteryahn, Davis, Naughton, Rothwell & Wellins, 2004; Lawler III, 2008; Judy & D'Amico, 1997). This inclination is not compatible with human resources management under the armpit of globalization and related changes in the business world (Beechler & Woodward, 2009). The second cluster also revealed that slightly above average medium sized enterprises in Uganda had a clear perception of the relevance of talented people to enterprise performance. The ratings in this second cluster also supports the argument that medium sized enterprises in Uganda have recognized the challenges encountered in business leadership where the supply of business leaders is not forthcoming (Fulmer et al., 2009). This above average rating of (383) 67.2 percent also signifies that medium sized enterprises hold the perception that talented people are the basis of enterprise success (Piansoongnern & Anurit, 2010; Areiqat et al., 2010; Sharma et al., 2009). Given the fact that adequacy of business leaders and the perception of the talented people were rated in the same cluster, it could be argued that leadership development is a critical ingredient for enterprise success. This is based on the logical relationship between leadership development programs undertaken in enterprises and the propensity to attract and retain talented people (Cohen et al, 2005).

The third cluster, Class C as indicated in table 25, consisted of Q54 and Q56 as items. The average rating was (354) 62.02 percent of the sampled medium sized enterprises. These two items pertained to leadership development in the medium sized enterprises. The ratings of (354) 62.02 percent medium sized enterprises revealed that coaching is an integral part of management development therein. The approach is geared at building internal capacity in leadership (Fulmer et al., 2009). This slightly above average rating of the cluster also unfolded that the medium sized enterprises are to a certain extent, aligned to the concept of portfolio as detailed by the supply chain model of talent management (Cappelli, 2009). It is important to appreciate that grooming for managerial position is the intention the medium sized enterprises strive to achieve in the competitive business environment. Job rotation is a management approach adopted to groom talented employees for managerial positions (Fulmer et al., 2009; Garrow & Hirsh, 2008; Cappelli, 2009). Thus, the approach was consistent with the management literature.

Class D consisted of four items, namely Q173, Q57, Q194 and Q187, as indicated in table 25 above. A close analysis of the questions curved to work practices in the medium sized enterprises in relation to leadership talent development. By proxy, the items related to what constituted management practices of the medium sized enterprises in as far as leadership talent development was concerned. The rating of (338) 59.28 percent reflected that a slightly above average medium sized enterprises were not designed on traditional organizational elements, which discourage the implementation of change (Lawler III and Worley, 2012). This average rating also supports the argument that a significant number of medium sized enterprises have recognized that the supply of business leaders is not forthcoming as expected in order to propel them in a competitive business environment (Munsamy, 2007). Therefore, attempts are made to increase the supply through in-house talent development strategies and programs (Charan, 2008). By sharing leadership responsibilities among the employees as per the ratings of the items, the researcher concluded that the medium sized enterprises in Uganda are on the right path of leadership talent development. This is because the strategy of sharing leadership roles is fundamental in leadership talent development. It enables talent leadership development to be an integral part of line managers, supervisors and the human resources management function (Cohn et al., 2005).

Furthermore, the combined data analysis of Class C and D of table 25 support the involvement of medium sized enterprises in developing business leaders in-house. However, the slightly

above average ratings imply that a noteworthy number of medium sized enterprises in Uganda are not keen on developing business leaders internally/in-house and this probably has short and long terms negative effects on enterprise survival, growth, development and competitiveness. These slightly above average ratings of the medium sized enterprise in Uganda are driven by the urge to generate and maximise financial returns in the shortest time possible. Consistently, issues pertaining to leadership talent development are not fully integrated in the day to day management and the business strategy. From another perceptive, the results in relation to in-house leadership talent development could also be attributed to insufficient mechanism in relation to flow of information pertaining to talented people in the medium sized enterprises. The talentship model recognises that there are missing links in the way human resources management is handled in enterprises. These missing links are basically associated to the way business information is communicated to business leaders in enterprises (Boudreau & Ramstad, 2005). Based on this management literature, it could be argued that business information is not shared among the talented people in various sections of the enterprise. In return, the leadership talent development is not well structured and implemented. Lastly, this slightly above average involvement in in-house leadership talent development could also be easily be attributed to lack of business strategy and agenda for leadership talent development. Fulmer et al. (2009) affirmed that enterprises which have been successful in leadership talent development evolve a strategic path which includes, among other things, conferences for talented people and business strategic direction. Therefore, leadership talent development is viewed from a strategic direction. Based on this assertion, it is highly possible that leadership talent development is not fully an integral part of business strategy in a significant number of medium sized enterprises in Uganda. This explains the ratings.

The fifth cluster, Class E, table 25, consisted of Q195 and Q53 as items. Basically, these two constructs are related to sharing of business information and formal managerial training programs necessary for developing talented employees in leadership aspects. The average rating was (305) 53.595 of the sampled medium sized enterprises. This implied that 50 percent of the medium sized enterprises were consistent with the management literature that sharing of business information has a positive bearing on developing business leaders (Lawler III and Worley, 2012). The average performance of the medium sized enterprises with regards to these two fundamental items is not good at all. This is because, in a competitive business environment, enterprises need to continuously monitor market trends in order to maximize their market share and this could best be achieved by sharing business information.

In the process of sharing business information, a leadership cadre is ultimately developed in therein. Sharing business information is in line with the notion of information decision system arm of the built-to-change theory. The theory emphasises that business information needs to be shared transparently and continuously amongst employees because it enables them to reflect on the present state of the enterprise capabilities and evolve a more realistic business approach for survival, growth and development. It also allows the employees to develop a clear view of business performance. In the process, talented employees are in position to evolve relevant and applicable business strategies for competitiveness. Over time, leadership skills are developed in the enterprises and this enhances competitiveness (Lawler III and Worley, 2012). Scholars have also advanced that formal management training is a relevant ingredient for developing business leaders. This is because it enables the enterprise to develop checklists in terms of curriculum, content and individual performance. In the process, enterprises are able to grade the talented employees, which enables the selection of those to take up leadership positions in the foreseeable future (Cohn et al., 2005). However, given the (305) 53.595 percent of medium sized enterprises' involvement, the researcher was forced to assert that the practice of developing business leaders in the medium sized enterprises through the formal means was not well grounded or fully integrated in the management systems therein. Developing business leaders was not well entrenched a cross the medium sized enterprises, and it was not a cross-cutting business culture. In conclusion, although medium sized enterprises did engage themselves with regards to the two constructs under analysis, the researcher held the opinion that the overall percentage (53.595%) was low and this had far reaching negative consequences on enterprise survival, growth, development and competitiveness.

Class F consisted of one item Q52, that is, leadership training for a certain number of employees. The average rating was (286) 50.18 percent of the sampled medium sized enterprises. It is advanced that in the process of developing business leadership, enterprises need to classify employees on the basis of performance and thereafter, develop appropriate leadership development programs which are aligned to the business strategy (Cohn et al., 2005). This implies that, the number of medium sized enterprises which are evolved in the leadership training program for a cluster of identified employees is by and large similar to those which do not have in place structured leadership training programs for identified talented employees. This average involvement of the medium sized enterprises implied that a significant number of medium sized enterprises were inconsistent with the management literature, not keen at leadership development. In this regard, the researcher held the opinion that this business management practice has far reaching negative consequences for enterprise

survival, growth development and competitiveness.

The overall involvement of medium sized enterprises in structured leadership training programs was a mere fifty per cent. The researcher viewed these ratings as an under performance in the overall horizon of leadership talent development. This under performance in leadership talent development was explainable from a number of dimensions. For instance, management scholars do support formal management training with respect to business leadership development because of the ability to assist enterprises to evolve appropriate evaluation of the curriculum taught, content scrutiny and employee performance during the training. In the final analysis, enterprises are in position to rank and thereafter select those who have performed better and utilise them in leadership positions (Cohn et al., 2005). Therefore, based on this management literature, the average involvement of medium sized enterprises in structured leadership training programs could easily be attributed to the general lack of capacity or interest or both. There is inability to assess and link the relevance of the structured leadership talent development programs to the strategic objectives and enterprise survival, growth development and competitiveness. In specific terms, management systems are lacking in the medium sized enterprises to evaluate the relevance of a defined structured business leadership talent development program (Fulmer et al., 2009). In the same vein, formal leadership development programs are not free of charge. These programs call for investing financing resources from the medium sized enterprises. As already analysed, medium sized enterprises in Uganda are heavily inclined to finances and therefore, the need to minimise costs is an integral part of business ventures. This is probably a significant contributor to the average involvement of medium sized enterprises in formal leadership training programs. In the same vein, it could also be argued that the medium sized enterprises in Uganda are in the average segment in the field of formal leadership training program because management systems capable to evaluate the programs, appraise and monitor the return on investments are not fully in existence therein (Cappelli, 2009). The researcher viewed leadership development as an emerging theme of the investigation. As a result, this emerging theme was subjected to qualitative data collection and analysis with the view to have an in-depth understanding of the phenomenon. The researcher framed a question for qualitative data collection and analysis as follows: *Overall, a significant number of medium sized enterprises in Uganda do not have in place mechanisms or leadership development programs or are not involved in leadership training for their talent employees. Why?*

The last cluster in table 25, Class G, consists of three items, namely, Q58, Q188 and Q55.

These three inquiries oscillated more to policy and grounded practices or entrenched work practices for leadership development in the medium sized enterprises. The average rating was (236) 41.46 percent of the sampled medium sized enterprises in Uganda. The below average rating in relation to lack of formula for filling leadership positions clearly unveils the unavailability of human resources policies and procedures in relation to leadership development in the medium sized enterprises in Uganda. These below average rating also unfolds the lack of strength or capacity of the human resource management function in the medium sized enterprises. The baseline in enterprises, irrespective of the size, is that the human resources management function must take charge of recruitment, employee utilisation, and development, among other roles in order to sustain enterprises survival, growth, development and competitiveness (Cohn et al., 2005). However, based on these below average ratings, the situation in the medium sized enterprises in Uganda is different. The vast majority of the medium sized enterprises are inconsistent with the management literature. The below average rating of medium sized enterprises in relation to the item of having a formula for filling leadership position implies that the human resources management function is not well embedded in these enterprises as it is expected in enterprise management horizon, more so, in those operating in a competitive business environment. Consequently, leadership positions are filled in a manner which follows no formula, thus not consistent and documented in the vast majority of the medium sized enterprises. Cohn et al. (2005) emphasised that enterprises have to classify their employees in terms of performance and evolve leadership development programs which expose the identified employees to various aspects of the trade and to ensure that the structured leadership programs are aligned to the business strategy. This implies that enterprises have a duty to evolve structured leadership development programs in order to be successful. However, the low average ratings of (236) 41.46 percent of medium sized enterprises implied that the vast majority of the medium sized enterprises are not successful in leadership development initiatives as illustrated by Cohn et al. (2005). Thus, the majority of the medium sized enterprises are inconsistent with the management literature. This state of affair has far reaching implications in terms of enterprise survival, growth development and competitiveness.

The low average ratings of (236) 41.46 percent of medium sized enterprises did also point to the likelihood that ad hoc leadership development programs are adopted in the medium sized enterprises in Uganda. Management scholar Cohn et al. (2005) emphasized that such arrangements are counterproductive to leadership initiative as was the case with Tyson Foods, a family business enterprise located in Springdale, Arkansas, USA. Also, the rating of (236)

41.46 percent of medium sized enterprises in relation to the construct of filling leadership positions with cronies revealed that a recognisable number of medium sized enterprises are engaged in the practice of filling leadership position with buddies. The practice compromises the business desire to give due consideration to professional competencies for the sake of enterprise development. The researcher is of the opinion that the practice of filling managerial positions with cronies kills talented people initiatives and aspirations to leadership development and skills. This is because they are likely to attach no long-term benefits to the enterprises. Furthermore, the practice is likely to have far reaching negative consequences on enterprise survival, growth development and competitiveness. The promoters of the medium sized enterprises are inclined not to accord leadership development the due attention because the cronies are always there to step in whenever there is a calling, without taking into consideration the short and long-term business benefits from such engagement. In short, positions are filled without any indication or projection of expected output and performance. The researcher viewed the phenomenon of filling managerial position with cronies as an emerging theme in the study because of its negative impact on business leadership development in the medium sized enterprises in Uganda. A qualitative question was therefore formulated: *A number of medium sized enterprises in Uganda do fill leadership positions by placing in buddies. Please throw more light on this phenomenon.*

5.17. Research Question (RQ) 3:

To what extent do medium sized enterprises identify talented people to enable them to ascend to hard to fill positions in the foreseeable future?

In order to statistically analyse research question three, the researcher framed the following hypotheses as a guide:

H0: Enterprise Characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence medium sized enterprises to identify talented people to enable them to ascend to hard to fill positions in the foreseeable future.

The alternative hypothesis,

H1: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and

active website) do influence medium sized enterprises to identify talented people to enable them to ascend to hard to fill positions in the foreseeable future.

The second set hypothesis in relation to research question two is that:

H0: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence medium sized enterprises to identify talented people to enable them to ascend to hard to fill positions in the foreseeable future

The alternative hypothesis,

H1: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do influence medium sized enterprises to identify talented people to enable them to ascend to hard to fill positions in the foreseeable future.

5.17.1. Net Impact of Talent Development for Hard to Fill Positions with other Independent Factors

According to the linear regression results in table 26 (Appendix A), the model fit was of good fit since the probability value (0.000) is less than 0.05. The conclusion was made at 95 per cent level of confidence. Using the adjusted model, main business, Owners participation, talent identification, leadership talent development, higher position talent development, and cohort of talent, are significantly related to talent development for hard to fill positions ($p < 0.005$).

For main business type, the coefficient is -0.16 for medium sized enterprises in the education sector. This is less than that for the manufacturing sector. This means that medium sized enterprises in the education sector have lower odds of being in the higher talent development for hard to fill positions categories than those in the manufacturing sector.

Talent management literature stresses that hard to fill positions are global challenges and the positions tend to include sales representatives, engineers and technicians directly involved in

production processing and operations activities plus those technical people who are responsible for maintenance with the view to sustain enterprise competitiveness (Joerres & Turcq., 2007). Based on this illustration, the researcher strongly felt that hard to fill positions are more pronounced in production processes-based enterprises than service-based enterprises. Thus, this illustration probably explains why the medium sized enterprises in the education sector are in the lower segment of identifying and developing talents to fill the hard to fill positions. Specifically, in Uganda, like in other countries, the education sector is basically service oriented in nature, with no structured production processes. Based on this reality, could it be argued that there are no hard to fill positions in the education sector of Uganda? The truth of the matter is that hard to fill positions do exist in the education sector of Uganda. However, based on the regression analysis, the medium sized enterprises in the education sector are in the lower segment of talent development for the hard to fill position. This situation is due to part-time engagements as the mediating factor in the human resources equation. These medium sized enterprises engage professionals employed in the government aided schools and higher institutions of learning on a part time basis as a stop gap measure to talents shortages in the hard to fill positions (Daily Monitor, Thursday, February 23, 2017). It is the part time engagement of teachers, tutors and other talented people drawn from government aided schools and higher institutions of learning by the private schools [medium sized enterprises], which explains the lower involvement in talent development for the hard to fill positions in the education sector of Uganda. This implies that the medium sized enterprises in the education sector of Uganda are beneficiaries of the structural weaknesses in the public education sector in relation to the hard to fill positions. Consistently, the study finding is that main business, an enterprise characteristic, influences the direction and dynamics of talent development for the hard to fill positions in the medium sized enterprises in Uganda.

For Owners participation, the coefficient is -0.13 for medium sized enterprises with low Owners participation. This is less than that for those with very high Owners participation. This means that, medium sized enterprises with low Owners participation have lower odds of being in higher talent development for hard to fill positions categories than those with very high Owners participation.

This linear regression research results revealed that those medium sized enterprises, which have lower Owners participation in the day to day management are also experiencing lower odds for higher talent development for the hard to fill positions. Management literature as

illustrated by the TDPA emphasises four dimensions, which enterprises have to follow in order to excel in talent development. These are: to define and classify talent requirement over a defined period of time; to develop a path on how best people identified with potential are to be engaged and developed into high performers; to have in place human resources management systems like planning, recruitment; and to develop structured training programs to facilitate talent development. On the basis of this management literature therefore, it could be argued that these medium sized enterprises with lower owner participation are having lower odds for higher talent development initiatives in respect to hard to fill positions probably because they are not structured in accordance with the stated TDPA dimensions pertaining to talent development agenda. Consistently, it could be argued that where the owners' participation is lower, it implies that issues related to TDPA are not fully integrated in the overall management systems of the medium sized enterprises in Uganda. Thus, the managers of these enterprises are probably more focused on short term benefits with little or no attention accorded to talent development agenda and this probably explains the lower involvement in developing talents for the hard to fill positions. The study finding is that Owners participation, a managerial characteristic of the study, influences talent development for the hard to fill positions in the medium sized enterprises in Uganda.

Regarding talent identification, the coefficient is 0.08 for medium sized enterprises. This means that, medium sized enterprises in the higher segments of talent identification are also in the higher talent development for hard to fill positions categories.

Management scholars, Joerres & Turcq (2007), advanced that although enterprises hold an understanding that people are the most valuable resource, the question is: how many of these enterprises walk the talk? Thus, talent identification is necessary but not a sufficient condition in talent management initiatives. Based on the results that medium sized enterprises having higher odds for talent identification are also in the higher segments of talent development for hard to fill positions, these enterprises are walking the talk that people are the most valuable assets therein. These enterprises are continuously searching for mechanisms to build informed decision on talented people with the view to sustain competitiveness (Khatri et al., 2010; Joerres & Turcq, 2007) and this influences their involvement in talent identification processes. At the same time, it could be argued that those medium sized enterprises in higher odds of talent identification are consistent with the supply chain model of talent management. Specifically, these enterprises are consistent with reference to talent identification

and career development in order to sustain enterprise survival, growth, development and competitiveness (Cappelli, 2009). These medium sized enterprises do identify the talented people and move a step in their development, resulting in developing talents for the hard to fill positions. Secondly, it could be argued that the higher odds of talent identification are attributed to organisational will. It is the organisational will which translates itself into enterprise support for talent development initiatives, hard to fill positions inclusive, in enterprise management (Haskins & Shaffer, 2010; Newbold, 2010). The study finding is that talent identification, a factor outside enterprise and managerial characteristic, influences the dynamics and directions of talent development for the hard to fill positions in the medium sized enterprises in Uganda.

Regarding leadership talent development, the coefficient is 0.10 for medium sized enterprises. This means that medium sized enterprises in the higher segments of leadership talent development are also associated with higher talent development for hard to fill positions categories.

The linear regression results are that medium sized enterprises in higher odds for leadership talent development initiatives are also in higher probabilities for hard to fill positions talent development agenda. From a business perspective, those medium sized enterprises in the higher segment of leadership talent development had recognised the dangers of under supply of business leaders, for example, the inability to respond to commercial risk analysis, managing competitiveness, monitoring changes in the market based on signals, fast tracking innovations and to prudently respond to customer expectations in dynamic markets (Munsamy, 2007). These challenges do affect enterprise competitiveness, and therefore, leadership talent development initiatives are deemed to have the answer. In the same vain, management scholars emphasise that leadership talent development agenda need to be linked to the overall business strategy and all other talent development initiatives; and that human resources initiatives are also directly linked to the business strategy (Fulmer et al., 2009). Based on this management literature, it can be argued that the benefits of leadership talent development are best achieved when other aspects of human resources development are taken into consideration, hence, the link between higher segments of leadership talent development and higher odds for talent development in respect to hard to fill positions. From another angle, Lawler III and Worley (2012) illustrated that executives [top managers] in the built-to-change enterprises have the responsibility to share leadership. This is because sharing leadership is

attributed to a number of advantages, for example, sharing leadership effectively substitutes for hierarchy by spreading knowledge and power across many people, which has a direct bearing on enterprise survival, growth, development and competitiveness. Therefore, based on this management illustration, it could be argued that medium sized enterprises with higher odds of leadership talent development are also having higher propensities for talent development for hard to fill positions because the enterprises are structured/framed on the basis of the built to change model. Lastly, Onyango (2015) established the relationship between transformational leadership and talent management in micro, small and medium sized enterprises in Kenya. This finding implies that it is the leadership of the enterprise which determines the flow and direction of talent management. Based on this significant finding in relation to SMEs, it could be argued that those medium sized enterprises in higher odds of leadership talent development were having transformational leaderships and this influenced talent development for hard to fill positions, a component of talent management. The grand finding of the study is that leadership talent development, a factor outside the enterprise and managerial characteristics, influences talent development for the hard to fill positions in the medium sized enterprises in Uganda.

Regarding higher position talent development, the coefficient is 0.45 for medium sized enterprises. This means that medium sized enterprises in the higher segments of high position talent development are associated with a higher talent development for hard to fill positions categories.

This linear regression results revealed that those medium sized enterprises in higher probabilities of higher position talent development initiatives are also having higher odds for talent development for the hard to fill positions. The talent value management model echoes the talent management challenges in relation to shortages of talents to man the hard to fill positions in enterprises (Boudreau & Ramstad, 2005). In relation to higher positions talent development, Garrow & Hirsh (2008) advanced that enterprises usually engage fresh graduates from universities with potential and endeavours to develop them to take up higher positions. Based on these illustrations therefore, the relationship between higher involvement in higher position talent development and higher inclinations to higher talent development for hard to fill positions would be rationalised from a business perspective. It could be argued that the knowledge, skills and abilities relevant for the hard to fill positions also constitute part of the requirement for higher positions in medium sized enterprises operations and management.

Therefore, as the medium sized enterprises are developing talents for higher positions, the ingredients of the hard to fill positions are probably incorporated in the training programs or agenda. Secondly, to develop talents for higher positions probably implies that those being trained are rotated through various positions, hard to fill positions inclusive in order to have a completed understanding or appreciation of the internal business processes to be managed in the foreseeable future (Valverde et al., 2013; Cappelli, 2009; Joerres & Turcq, 2007). This scenario could probably explain the relationship of higher position talent development and developing talents for the hard to fill positions in the medium sized enterprises in Uganda.

Regarding cohort of talent, the coefficient is 0.28 for medium sized enterprises. This means that medium sized enterprises that reported “not sure, agree and strongly agree” have higher odds of being in higher talent development for hard to fill positions.

This linear regression results indicates that the medium sized enterprises with higher odds for cohort of talent development initiatives are associated with higher probabilities for talent development for the hard to fill positions. This talent management situation could best be explained by applying management literature. The concept of cohort of talent development is that enterprises develop talents in order to acquire wide and general capabilities pertaining to various jobs in the enterprises (Cappelli, 2009). Based on this aspect of talent development illustration, it is logical to advance that in the process of developing cohorts of talents, the ingredients for the hard to fills positions are directly or indirectly encompassed in the training programs or initiatives. This inclusion therefore, tends to explain the relationship between the two constructs. In essence, as the medium sized enterprises are developing talents under the umbrella of cohorts, by implication they are also developing talents to address the hard to fill positions in order to sustain enterprise survival, growth, development and competitiveness. The grand finding of the study is that cohort of talent development, a factor outside the enterprise and managerial characteristics, influences the direction and dynamics of talent development for the hard to fill positions in the medium sized enterprises in Uganda.

5.17.2. Summary of Linear Regression Analysis – Talent Development for hard to fill positions

In relation to research question three of the study, *the null hypothesis (H0) (i.e., Enterprise Characteristics (i.e., main business, number of employees, years of existence, technological*

*advancement, ownership structure, location of the medium sized enterprise and active website) do not influence medium sized enterprises to identify talented people to enable them to ascend to hard to fill positions in the foreseeable future) was partly rejected. The hypothesis was not rejected to the extent that the number of employees, years of existence, technological advancement, ownership structure, location and active website did not influence talent development for hard to fill positions in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that **main business** ($p=.000$) did influence talent development for hard to fill positions in the medium sized enterprises in Uganda. In reference to the second null hypothesis (H0) (i.e., Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence medium sized enterprises to identify talented people to enable them to ascend to hard to fill positions in the foreseeable future), the hypothesis was also not rejected to the extent level of competition, performance rating of the enterprise, leadership style, academic attainment of the assistant general manager and the academic attainment of the general manager did not influence talent development for the hard to fill positions in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that **owners' participation** ($p=.003$) did influence the dynamics and direction of talent development for the hard to fill positions in the medium sized enterprises in Uganda. Finally, besides the hypotheses, the study established that **talent identification** ($p=.042$), **leadership talent development** ($p=.014$), **higher position talent development** ($p=.000$) and **cohort of talent development initiatives** ($p=.000$) do have a positive correlation with talent development for the Hard to fill positions in the medium sized enterprises in Uganda.*

5.17.3. Natural Breaks – Responses to Talent Development for Hard to Fill Positions

As stated earlier, the responses pertaining to the research questions and those items transferred on the basis of best fit logic were plotted on graphs and natural breaks were applied (Appendix H) thereafter. Table 27 below was generated for further analysis and discussions with the view to provide meaning to the research results and to achieve the main objective of the study.

Table 27: Talent Developments for Hard to Fill Positions

As stated earlier, the responses pertaining to the research questions and those items transferred on the basis of best model fit were plotted on graphs and natural breaks were applied (Appendix H)

Questions	AGREE (%)	N
<i>Q190 On-the Job training is practiced for Acquisition of skills and knowledge on internal business processes</i>	75.08	428
<i>Q153 Customer Interface Employees valued in the Enterprise</i>	74.04	422
<i>Q161 Talent forms a basis of retention in the enterprise</i>	73.33	418
<i>Q193 Employees are assigned specific jobs for purposes of skill development</i>	73.16	417
CLASS A "AVERAGE"	73.90	421
<i>Q168 Mentoring adopted in the enterprise to nurture acquisition of better skills</i>	72.98	416
<i>Q59 On the Job Training Practiced</i>	70.70	403
CLASS B "AVERAGE"	71.84	409
<i>Q61 management Initiative to develop specialised skills Exhibited</i>	64.03	365
CLASS C "AVERAGE"	64.03	365
<i>Q63 Continuous Training for Employees in Production Processes</i>	63.86	364
<i>Q60 Employee rotation geared to acquire higher skills and knowledge Practiced</i>	62.46	356
<i>Q191 Employees in core positions accorded development programs in relation to business strategy</i>	61.58	351
CLASS D "AVERAGE"	62.63	357
<i>Q64 Segment of Employees Trained in Skills to enhance Competitive advantage</i>	58.77	335
CLASS E "AVERAGE"	58.77	335
<i>Q62 Enterprise Financing Capacity Building</i>	50.00	285
<i>Q65 Training Programs geared for Talent Development in place</i>	48.95	279
CLASS F "AVERAGE"	49.48	282

Source: Author

Based on table 27, the first cluster, Class A, in identifying and developing talented employees to enable them to ascend to hard to fill positions consisted of Q190, Q153, Q161 and Q193 as items. A close analysis of these items curved to the perception of the medium sized enterprises to talents and training of identified employees to build the required capacity to ascend to the hard to fill positions. The items are also bent to talent as the basis of retention of employees in the medium sized enterprises in Uganda. The average rating was (421) 73.90 percent of the sampled medium sized enterprises. The high average rating involvement in these items revealed that medium sized enterprises practiced talent segmentation, a component of the talentship model in order to develop talents for hard to fill positions (Boudreau & Ramstad, 2005). Furthermore, these medium sized enterprises are consistent with the concept of on-the-job training as a mechanism to nurture the identified talented employees with the view to develop them to acquire the prerequisite skills and experiences in anticipation to take up hard to fill positions in the foreseeable future (Haskins & Shaffer, 2010). Given these ratings, it is not an over estimation to state that on the job training is grounded in the medium sized enterprises in Uganda and it forms one of the pillars of talent development with the view to enhance

competitiveness. The average rating in relation to item Q161 (talents) forms the basis of retention in the medium sized enterprises, has wide philosophical interpretations. For instance, it justifies the philosophical appreciation held by management scholars that talented people are the basis of enterprise success; in tandem with the assertion that talents have significant contribution to productivity improvement; and in line with the assertion that talents lead to quality assurance and innovations which contribute to customer satisfaction and have a positive impact on enterprise survival, growth, development and competitiveness (McCauley & Wakefield, 2006; Axelrod et al., 2002). The high perception that talented people form the basis of retention also imply that the medium sized enterprises endeavour to align themselves to the managing of talent arm component of the built to change theory (Lawler III and Worley, 2012). This further informed the study that to a certain extent, the medium sized enterprises in Uganda are in the change management mode with the view to sustain competitiveness in a volatile business environment.

These items in class A also implied that the rated medium sized enterprises, (421) 73.90 percent of the sampled enterprises in the study were holding a high perception towards talented people; and that training initiatives for talented people to enable them to acquire the relevant skills necessary to ascend to the hard to fill positions were in place, and talent constituted the basis for retention therein. These ratings also implied that the vast majority of the medium sized enterprises had recognised and appreciated the liberalisation of the economy of Uganda and competition was a reality (Ruse & Jansen, 2008; Kasekende & Opondo, 2003). This appreciation informed their directions and actions toward the talented people. The perception towards talented people also implied that the vast majority of the medium sized enterprises in Uganda are striving to live within the armpit of the adopted definition of talent management for this study (Yarnall, 2011). Consequently, this informed talent development for the hard to fill positions in the medium sized enterprises.

The responses of the items in Class A also unfolded that the vast majority of the medium sized enterprises in Uganda are involved in job rotation programs. In these medium sized enterprises, job rotation is viewed, in line with the management literature, as one of the best strategies for talent development. This is because it provides opportunities to talented employees to serve in various units, sections and departments of the enterprises and seamlessly acquire knowledge and skills pertinent to the business operations. As a result, the concerned employees to appreciate and develop a clear understanding of the internal business processes which in turn strengthens their mastery of the specifics and ultimately

contribute to enterprise performance (Fulmer et al., 2009). Secondly, it could also be argued that job rotation is probably considered as a strategy to attract and retain talented employees. These people are availed opportunities to develop skills and attitudes necessary to propel enterprise survival, growth development and competitiveness (Smallwood & Ulrich, 2007). Based on these ratings therefore, the medium sized enterprises upheld the belief that talented people learn faster than the non-talented ones. This human resource management line of thinking supports the illustration that: Talent + Training = Practice and Talent = competence + commitment + contribution. Therefore, there is a high probability that non-talented people are likely to take a longer period of time to master skills, competencies and knowledge required to propel the medium sized enterprises forward in a highly competitive business environment (Areiqat et al., 2010; Beechler & Woodward, 2009). Finally, the data analysis of the first cluster, Class A, revealed that medium sized enterprises are keen to nurture internal talents, based on the realisation that outside hiring is costly in comparison. This is geared to sustain competitiveness and it is in line with management scholars such as Cappelli (2009), Worley and Lawler 111 (2008) and Blass & April (2008).

The researcher considered the high average rating (421) 73.90 percent of the medium sized enterprises involvement in job rotation as an emerging theme of the investigation. Consistently, it was subjected to qualitative data collection and analysis in order to obtain the underlying factors behind the phenomenon. The following research question was formulated: *Job rotation seems to be an integral part of human resources management practices in the medium sized enterprises in Uganda. What reasons justify this?*

The second cluster, Class B, in respect to developing talents to ascend to hard to fill positions consisted of two items, namely Q168 and Q59. These items were related to on-the-job training and mentoring as a means to develop the required capacity in regard to hard to fill positions. The average rating was (409) 71.84 percent of the sampled medium sized enterprises. The coaching and mentoring approaches adopted by the medium sized enterprises were consistent with the management literature, the learning model component of the TDF (Haskins & Shaffer, 2010). The learning model of TDF stresses that there are two fundamental methodologies which enterprises could adopt in order to develop employees' talents. These are the instruction-based approach and the experiences-based method. The experience-based methodology encompasses coaching and mentoring (Haskins & Shaffer, 2010) and this is what the medium sized enterprises in Uganda adopted, thus the ratings. It is further emphasised that mentoring is deemed to be the most effective and efficient method of developing talents

because neurologists uphold the assertion that the human brain is connected with links and mirror neurons that imitate real life experiences from the role model (Pruis, 2011). Therefore, these ratings supported the argument that medium sized enterprises in Uganda are inclined to experience based methodologies as a strategy to develop the required talents to ascend to the hard to fill positions in the foreseeable future.

Furthermore, it could be argued that mentoring is a reflection that medium sized enterprises are supportive of talent development; and they tend to guard against the consequences of falling out of the system (Blass & April, 2008). Base on the ratings, the vast majority of the medium sized enterprises in Uganda adopted mentoring. It is therefore logical to advance that they apply an acceptable approach to talent development initiatives. Consistently, these medium sized enterprises are on the right path in as far as talent management and development is concerned. Secondly, it could also be argued that the medium sized enterprises are inclined to learning by self- discovery, and this explains the adaptation of on- the- job training. This enables the talented people to learn by evolving the best approaches which work (Pruis, 2011). From another angle, mentoring and on the job training is apparently integrated in the vast majority of the medium sized enterprises because of being associated with little or no cost in terms of training budgets. These medium sized enterprises are keener on mentoring and on-the-job training in order to develop talents for the hard to fill positions because the approaches are consistent with the cost minimisation strategy.

Given the high involvement, (409) 71.84 percent of sampled medium sized enterprises in mentoring and coaching, the researcher considered these results as an emerging theme for the study. Consequently, the concept of mentoring and coaching in the medium sized enterprises in Uganda called for further in-depth investigation in order to obtaining the underlying factors of its application. All this was done with the view to obtain a more complete picture. In this regard, the researcher formulated a qualitative based question: *The management concept of mentoring and coaching is apparently wide spread in the medium sized enterprises in Uganda. Why do medium sized enterprises in Uganda highly embrace mentoring and coaching?*

Furthermore, the medium sized enterprises involvement in mentoring and coaching is consistent with management literature, Haskins & Shaffer (2010) and Cappelli (2009). This involvement is destined in one way or another to intensify enterprise competitiveness. The rating in Class B, on-the-job training practiced, had an average rating of (409) 71.84 percent. This revealed that these enterprises are keen to multi-skill their talented employees. The

approach was probably based on the rationale that the talents being developed to ascend to hard to fill positions were actually being engaged in other operations/activities in the enterprises. Therefore, the approach to skill development, popularly known as multiskilling, was in line with the concept of portfolio. The concept of portfolio stresses that enterprises need to develop and have in place a talented pool whose progression avoids having slim and specialized predispositions geared for specific jobs. This is done to guard the enterprise against uncertainties in the supply chain of talented people (Cappelli, 2009). The researcher viewed multiskilling [on-the-job training] as an emerging theme of the investigation. Therefore, the phenomenon was subjected to qualitative data collection and analysis with the view to attain the saturation point. A broad interview question was asked: *The management concept of multi-skilling is apparently wide spread in the medium sized enterprises in Uganda. The question is – why do medium sized enterprises in Uganda highly embrace multi-skilling?*

The third cluster, Class C, in relation to developing talents for hard to fill positions consisted of one item Q61 - management initiative to develop specialised skills exhibited. The average rating was (365) 64.03 percent of the sampled medium sized enterprises. This talent related initiative is in line with the management literature. Management initiative is a critical element in talent management in enterprises, irrespective of size. Based on these rating, a significant number of medium sized enterprises have evolved a “mind-set” inclined to talent development. This management position is consistent with the rationale that talent management should not only be viewed as a sole human resources management process, but somehow, a mind-set that is affiliated towards a holistic and incorporated approach to enhance enterprise survival, growth, development and competitiveness. The rationale of this management initiative is to ensure that there is ease and sufficient supply of talents in order to convey, in line, the right category of people with the available jobs at the right time, and with the intention to attain business strategic goals (Areiqat et al., 2010).

Further data analysis generated the fourth cluster, Class D, as indicated in table 27 above. The cluster consisted of three items Q63, Q60 and Q191. Basically, Class D focused on training of employees in production processes, job rotation and employees in core positions accorded development programmes aligned with the business strategy. The average rating was (357) 62.63 percent of the sampled medium sized enterprises. The ratings implied that slightly above the statistical average medium sized enterprises are involved in those aspects of training in Uganda. In summary, the items pertained to developing talents in various aspects of the

enterprise, with specific reference to core or strategic positions. This approach to talent development is in line with the HCPM (Ruse & Jansen, 2008). The model stresses that core positions are the propellers of enterprises and do form the pivot of competitiveness. Secondly, as the enterprise endeavours to develop capacity in these positions, in turn, it contributes to internal learning, training and development of subordinates (Ruse & Jansen, 2008). Therefore, based on the average ratings in Class D, it is not an under estimation to assert that medium sized enterprises in Uganda endeavour to build capabilities of the core positions through training and development of the talents therein. The approach adapted to talent development is in line with the HCPM (Ruse & Jansen, 2008).

The fifth cluster, Class E, in relation to talent development for hard to fill positions had one item Q64 – segment of employees trained in skills to enhance competitive advantage. The average rating was (335) 58.77 percent of the sampled medium sized enterprises. This implied that the number of medium sized enterprises involved in building capacity in the field of competitiveness was almost similar to those who acted to the contrary. This finding implies that the medium sized enterprises in Uganda are not wholly inclined to the dynamics of competitiveness, resulting from globalisation. Their appreciation of the challenges and dynamics therein is highly questionable. The built to change theory affirms that enterprises have a duty to continuously monitor market dynamics as an approach to define and redefine classifications of short and long-term competitive advantage. In the process, employees need to have relevant skills to observe and report on market trends and identify those features which are bound to propel enterprise competitiveness in the near future (Lawler III and Worley, 2012). Therefore, the ratings indicate that a significant number, 40 percent, of medium sized enterprise did not adhere to the said baseline management literature. This has negative effects on competitiveness. Furthermore, management literature emphasises that enterprises need to shift from traditional approaches in management, to be designed in a manner which provides decision making opportunities to talented people. This is because such action motivates them and has a positive bearing on productivity and performance. The agenda of enterprises has to be inclined to transforming old principles and approaches of management to new approaches which embrace cooperation and talent utilisation in decision making and management (O'Reilly, DiAngelo & Laker, 2001). Based on this management critical literature, the slightly above average rating of medium sized enterprise in the aspect of enterprise competitiveness meant that a significant number [40 percent] were not compliant and structured on the basis of market orientation. This implied that a significant number of medium sized enterprises in

Uganda do not accord their employees opportunities to monitor and observe market trends in order to keep themselves up-to-date with market drifts or to participate in developing alternative business strategies for enterprise competitiveness. This is a disservice to the talented people and the medium sized enterprises themselves and this affects enterprise competitiveness.

Developing talents with respect to core and strategic position is of necessity to the medium sized enterprises. This is probably because these positions constitute the bulk of the hard to fill positions in the medium sized enterprises. Based on the ratings, the number of medium sized enterprises seem to have decreased in comparison to those engaged in mentoring and on the job training. The involvement of medium sized enterprises in the field of developing talents for the core and strategic positions was slightly above average. Therefore, it is logical to advance that there exist operational challenges in a significant number of medium sized enterprises in relation to having the right talents to be in the right places in order to sustain enterprise competitiveness (Ruse & Jansen, 2008). The slightly above average involvement in this aspect of talent development could easily be attributed to internal management systems. This proposition calls for medium sized enterprises to conduct business analysis in order to forecast the required human resources in relation to the business strategy and to apply the segmentation approach to talent development (Ruse & Jansen, 2008). Therefore, it could be apportioned that the slightly above average involvement of the medium sized enterprises be attributed to a general lack of managerial knowhow in the field of human capital planning, as detailed by the HCPM.

The last cluster, Class F consisted of two items, namely, Q62 and Q65. These items are related medium sized enterprises financing capacity talent development initiatives and the availability or existence of training programs to develop talents of employees. The average rating was (282) 49.48 percent of the sampled medium sized enterprises. The researcher analysed the two items and came to a conclusion that there were related in that, the existence of talent development programs in medium sized enterprises was by and large a dependent variable on the availability of financial resources allocated for the same. The ratings indicated that 50 percent of the medium sized enterprises were not keen on financing talent development initiatives and this implied that the existence of structured talent development programs was minimal or non-existent. This approach to business management reflected that the overall competitiveness of the medium sized enterprises was negatively affected. The third principle

of the supply chain of model of talent management echoes the need for enterprises to invest in talent development with the view to enhance performance in this volatile business environment. The model proposes cost sharing as a strategy to mitigate retention challenges (Cappelli, 2009). Given the average ratings of (282) 49.48 percent of the sampled medium sized enterprises, it could easily be concluded that talent development from a direct financial investment perspective is not fully grounded and integrated in the management systems of a significant number of the medium sized enterprises in Uganda. The researcher considered the phenomenon of financing talent development as an emerging theme of the study. A qualitative based question was framed for data collection and analysis: *Why are medium sized enterprises in Uganda not keen to finance talent development programs for their employees?*

5.18 Research Question (RQ) 4:

Do medium sized enterprises in Uganda develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future?

In order to statistically analyse research question four, the researcher framed the following hypotheses as a guide:

H0: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence medium sized enterprises in Uganda to develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future.

The alternative hypothesis,

H1: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do influence medium sized enterprises in Uganda to develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future.

The second set of hypotheses in relation to research question two is that:

H0: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence medium sized enterprises in Uganda to develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future.

The alternative hypothesis,

H1: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) did influence medium sized enterprises in Uganda to develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future.

5.18.1. Net impact of higher position talent with other independent factors

According to the linear regression results in table 28 (Appendix A), the model fit was good fit since the probability value (0.000) is less than 0.05. The conclusion was made at a 95 per cent level of confidence. Using the adjusted model, main business, number of employees, ownership structure, Owners participation, leadership talent development, talent development for hard to fill positions, cohort of talent, and talent utilisation are significantly related to higher position talent ($p < 0.005$).

For the number of employees, the coefficient is 0.00 ($p < 0.05$) for medium sized enterprises. This means that, medium sized enterprises having big numbers of employees have higher odds of being in higher segments for talent development for higher position categories than those with small numbers of employees.

The results indicate that the number of employees is significantly and positively related to a higher position talent development agenda in the medium sized enterprises. As stated earlier, it is the number of employees that determines the classification of medium size enterprise in Uganda (Kasekende & Opondo, 2003). Based on this finding, it could be argued that the number of employees forms the classification/segmentation of how they could be utilized and

developed, without compromising internal business processes. The number of employees engaged enables the enterprise to allot them in the various sections and departments with the view to ascertain short and long terms strategic objectives. In return, the enterprise is in position to engage itself in talent development without compromising internal business processes. This finding is in line with TDPA (Gandz, 2006; Zamcu, 2014). In this approach to talent development, there is a need for enterprises to manage the clogging of the pipeline. As a result, it could be argued that having a big number of employees enables the medium sized enterprises to manage clogging in the pipeline, resulting into bigger numbers of employees trained, for example, for higher positions. This probably explains the relationship. In essence, the study finding is that the number of employees, an enterprise characteristic, is significantly related to talent development in respect to higher positions in the medium sized enterprises in Uganda.

Regarding the education sector as “main business”, the coefficient is 0.09 for medium sized enterprises. This means that medium sized enterprises in the education sector have higher odds of being in higher position talent development categories than those in the manufacturing sector.

The regression results revealed that medium sized enterprises in the education sector were more inclined/involved in talent development for higher positions than those in the manufacturing sector. In this regard, Blass and April (2008) developed the third proposition from the talent development survey which centred on the issue of support for talent development in enterprises. Enterprises have to answer the fundamental question: how much support is accorded to the talented pool? The extreme scenario is, where the enterprise supports and nurtures the development of talented people into higher positions or talents are just left on their own in order to find their own bearing and level in as far as talent development is concerned? Based on this illustration and the results of linear regression, it is logical to assert that the education based medium sized enterprises endeavour to answer the question and this resulted into the higher propensities for higher position talent development initiatives. From another perspective, the fundamental question is: why were the medium sized enterprises in the education sector taking the lead in higher position talent development initiatives? The answer is imbedded in the management literature. Rhodes and Brundrett (2006) established that there is an increasing concern about the supply of senior and middle leadership cadre in schools and this challenge is not only limited to United Kingdom. There are shortages of school principals [high positions] in countries like Canada, Zealand and USA. It was also projected that the persistence of this

phenomenon could result into a crisis in the recruitment [identification] of heads and deputies. In order to address the challenges, the scholars asserted that there is an urgent need to develop prudent systems in identification, development, succession planning and retention of leaders. Consistently, it is logical to advance that the medium sized enterprises in the education sector are experiencing shortages in talented people to occupy the higher positions and in order to avert a management crisis, attempts are continuously made to develop talented people and hence, the linear regression results. Furthermore, in relation to the education sector, Behrstock (2010) asserted that strategic orientation of education talent programs is a new phenomenon. For instance, in the USA, this is evident by the formation of human capital and talent management divisions or departments in the US school districts. Based on the study conducted by IBM and Human Capital Institute on talent management practices, it was established that education and government lagged behind other sectors like health care, telecommunications, and industrial products in the field of talent management. Thus, based on these study findings, probably a similar situation is evident in Uganda, that enterprises in the education sector are lagging behind talent development initiatives and that these medium sized enterprises are striving to catch up, resulting into having higher odds for higher talent development with respect to higher positions. The grand study finding is that main business, an enterprise characteristic influences higher position talent development in the medium sized enterprises in Uganda.

Regarding shareholding ownership structure, the coefficient is 0.07 for medium sized enterprises. This means that medium sized enterprises that reported shareholding structure are having higher odds of being in higher position talent categories.

Basing on figure 5 above, medium sized enterprises under the shareholding ownership structure constituted 19.47 percent of the total number of the enterprises which participated in the study. Given this low percentage, the fundamental question is that: why are medium sized enterprises under shareholding structure having higher odds for position talent development categories? The answer is found in the management literature. The TDPA calls for enterprises to be aligned to the four dimensions in order to be successful in talent development agenda. Enterprises has a duty to define and classify talent requirements for a business period, say five years; enhance a path on how best talented people with potential should be engaged, developed and transformed into high performers; and have in place management systems and internal business processes which accord employees with potential the path to unfold their desirable level of performance (Gandz, 2006). On the strength of the foresaid management literature, the

researcher holds a strong opinion that medium sized enterprises under the shareholding ownership structure are having higher odds for higher position talent development initiatives because of their strong inclination to TDPA. Probably, these medium sized enterprises have or are heavily inclined to the four dimensions in their management systems and processes; and this enhances higher position talent development initiatives. In essence, the study finding is that ownership structure, an enterprise characteristic, influences the dynamics and direction of higher position talent development initiatives in the medium sized enterprises in Uganda.

Regarding Owners participation, the coefficient is -0.08 for medium sized enterprises. This means that, medium sized enterprises that reported lower Owners participation in the day to day management are having lower odds for higher position talent development categories than those which reported higher Owners participation.

These linear regression results revealed that those medium sized enterprises with lower owners' involvement in the day to day management are in the lower segment of higher position talent development initiatives. The explanation is best obtained from management literature. The TLC methodology to talent development stresses the three Cs [capacity, capability and culture] as fundamental comportment to talent development agenda (Newbold, 2010). Therefore, it is logical to argue that medium sized enterprises with low owner participation in day to day management where in lower odds of higher position talent development initiatives. This is because the three Cs were extremely lacking or non-existent. Consistently, these enterprises lacked the premise on which to evolve higher position talent development, hence the said results of the analysis. Consistently, the grand study finding is that Owners participation, a factor of the managerial characteristics, influences or directs the dynamics and directions of higher position talent development initiatives in the medium sized enterprises in Uganda.

Regarding leadership talent development, the coefficient is 0.24 for medium sized enterprises. This means that medium sized enterprises that reported having higher odds for leadership talent development are in the higher segments of talent development for higher positions.

This linear regression results revealed that the medium sized enterprises with higher propensities for leadership talent development are also experiencing higher odds for higher position talents development initiatives. In this regard, management scholars hold the assertion that enterprises that are successful in leadership talent development [higher position talent development] do share responsibilities among the line managers, supervisors and the human

resources management function as a talent development strategy. Developing business leaders is a companywide responsibility and managers and supervisors are duty bound to nurture and develop their subordinates in the right direction. In such enterprises, line managers and supervisors mentor those with talents to be developed and the promoters of enterprises are very much keen on talent development (Cohn et al., 2005). Therefore, it is logical to assert that those medium sized enterprises in higher odds of leadership talent development are also in the higher segment of developing talent for higher positions because their management approaches and business operations are consistent with the foresaid management literature. Furthermore, the results imply that these medium sized enterprises are in adherence with the three Cs (i.e., capacity, capability and culture) as illustrated by the TLC. There is a high possibility that the three Cs are well embedded in these medium sized enterprises which are higher in leadership talent development initiatives. Consistently, it is logical to advance that medium sized enterprises in higher odds of leadership talent development initiatives were in abundance of the three Cs and in turn, this had a positive bearing on talent development for higher positions (Newbold, 2010). Accordingly, the researcher held the opinion that those medium sized enterprises, which are successful in leadership talent development are in possession of “almost all” the ingredients required to develop talents for higher positions. So, it could be argued that talent development for higher positions in the medium sized enterprises is based on a strong platform of leadership talent development and this justifies the higher odds for higher position talent development. It could also be argued that those medium sized enterprise in higher segments of leadership talent development were actually experiencing transformation leadership style therein (Onyango, 2015) and were framed on the built to change theory (Lawler III & Worley, 2012). This have a positive impact on higher position talent development initiatives as reflected by the statistical results. Finally, the researcher held the view that leadership positions are more or less higher positions, and those higher positions, which are not necessarily leadership positions consist of leadership roles or ingredients which are developed or need to be developed in the process of developing business leaders in the medium sized enterprises. Therefore, it is logical to assert that in the process of developing business leaders, the medium sized enterprises are in one way or another developing those talented employees to take up higher positions. Consequently, the said statistical ratings and relationship. In summary, the grand study finding is that leadership talent development, a factor outside the horizon of enterprise and managerial characteristics, directs and influences talent the dynamics of higher positions talent development initiatives in the medium sized enterprises in Uganda.

Regarding talent development for hard to fill positions, the coefficient is 0.37 for medium sized enterprises. This means that medium sized enterprises that are in the higher segments of talent development for the hard to fill positions are also having higher odds of being in higher talent development for high position talent categories.

By and large, this linear regression results revealed that those medium sized enterprises in higher probabilities of talent development initiatives for the hard to fill positions are also experiencing higher propensities of higher talent development agenda for higher positions. As stated earlier, hard to fill positions are mainly marketing and production-oriented positions like engineers, production technicians, operational engineers and those in the maintenance division of enterprises (Joerres & Turcq, 2007). Basically, medium sized enterprises undertake talent development initiatives for the hard to fill positions in order to sustain operations and enterprise competitiveness. Therefore, by having a constant supply of talents with respect to the hard to fill positions, the medium sized enterprises guard against time overruns, breakages and ring-fenced customer satisfactions which in turn sustains competitiveness. Logically, those medium sized enterprises with higher odds for hard to fill positions talent development initiatives are also in the higher segment of developing talents for high positions probably because they endeavour to have a more or less a complete aspect of talent management. These enterprises tend to be consistent with the adopted definition of talent management for the study (Yarnall, 2011). Therefore, for those medium sized enterprises, talent management initiatives are not only zeroed to the hard to fill positions but rather it is a systematic approach which encompasses other job categorization like higher positions, thus the higher involvement. It could also be argued that by endeavouring to have a complete picture in terms of talent management, those medium sized enterprises flourish to achieve strategic objectives. Consistently, the grand finding of the study is that talent development for hard to fill positions, a factor outside enterprise and managerial characteristics, influences the dynamics and direction of position talent development initiatives in the medium sized enterprises in Uganda.

Regarding cohort of talent, the coefficient is 0.33 for medium sized enterprises. This means that medium sized enterprises with higher odds for cohort of talent development are in the higher categories of higher position talent development initiatives.

These linear regression analysis results revealed that the medium sized enterprises experiencing higher odds for cohort of talent development agenda are also in the higher

segments/involvement in higher position talent development initiatives. The business agenda to develop a cohort of talents is well embedded in the management literature, the concept of portfolio. The concept emphasises the developing of talented people to have a broad knowledge and skills rather than a narrow-specialised aspect in relation to business operations in enterprises. The main objective is to ensure that when need arises talented employees can be deployed anywhere in the enterprise in order to sustain continuity of operations (Cappelli, 2009). Therefore, by having a broad understanding/knowledge and skills under the armpit of cohort of talents implies that these medium sized enterprises are also developing talented people to even take up higher positions when need arises in the foreseeable future. In essence, developing a cohort of talents also encompasses higher position talent development initiatives, thus the linear regression results. From another perceptive, it could also be argued that these medium sized enterprises with higher odds of developing a cohort of talents endeavour to live within the adopted definition of talent management for the study (Yarnall, 2011). Thus, the enterprises accord the various aspects of talent management the due attention they deserved, which probably results into higher odds of higher position talent development initiatives. The striking finding of the study is that cohort of talent development, a factor external to the enterprise and managerial characteristics, influences the dynamics and direction of high position talent development initiatives in the medium sized enterprises in Uganda.

Regarding talent utilisation, the coefficient is 0.23 for medium sized enterprises. This means that medium sized enterprises in the higher talent utilisation segments are also associated with higher propensities for higher position talent development categories.

This linear regression analysis revealed that medium sized enterprises with higher odds for talent utilisation are also experiencing higher propensities for higher position talent development initiatives. Management scholars advance that talent utilisation forms the basis of the existence of enterprises in a competitive business environment. It is the way the enterprises manage and utilize the available human resources which causes a difference in terms of survival, growth, development and competitiveness (Sharma & Bhatnagar, 2009; Axelrod, et al., 2002). In this regard, the researcher felt that the relationship between higher odds of talent utilisation and higher segments for higher positions talent development initiatives in the medium sized enterprises in Uganda could best be explained by the HCPM. The model emphasises that the fundamental challenge faced by enterprises is to ensure that the

right people are in the right places; and this has a bearing on survival, growth, development and competitiveness (Ruse & Jansen, 2008). It is the business dynamics arising out of such challenges which probably influences the relationship between higher talent utilisation and higher involvement in higher positions talent development initiatives. Therefore, it is logical to assert that medium sized enterprises with higher talent utilization tend to consider higher positions as core positions, to drive and propel competitiveness. Consequently, the resultant relationship. Hence, the need and action to continuously develop talents in them is justifiable from a business perceptive (Ruse & Jansen, 2008). So, when the medium sized enterprises consider the higher positions as the locomotives of business success, it implies that these positions influence the utilisation of other talents in the medium sized enterprises and the need to continuously develop talents and competencies in them becomes a business necessity and a reality. The grand study finding is that talent utilisation, a factor outside the arm pit of enterprise and managerial characteristics, influences the dynamics and direction of higher position talent development initiatives in the medium sized enterprises.

5.18.2. Summary of Linear Regression Analysis – Higher position talent development

In relation to research question four of the study, the null hypothesis (H0) (i.e., Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence medium sized enterprises in Uganda to develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future) was partly not rejected to the extent that the years of existence, technological advancement, location and active website did not influence higher position talent development in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that main business ($p=.009$), number of employees ($p=.002$) and ownership structure ($p=.015$) did influence higher position talent development in the medium sized enterprises in Uganda. In reference to the second null hypothesis (H0) (i.e., Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence medium sized enterprises in Uganda to develop the identified talented employees to enable such employees to take up higher positions in the foreseeable future), the hypothesis was also not rejected to the extent level of competition, performance rating of the enterprise,

leadership style, academic attainment of the assistant general manager and the academic attainment of the general manager did not influence higher position talent development initiatives in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that Owners' participation ($p=.017$) did influence the dynamics and direction of higher position talent development initiatives in the medium sized enterprises in Uganda. Finally, besides the hypotheses, the study established that leadership talent development ($p=.000$), talent development for hard to fill positions ($P=.000$), cohort of talent ($P=.000$) and talent utilisation ($P=.000$) do have a positive correlation with higher position talent development in the medium sized enterprises in Uganda.

5.18.3. Natural Breaks – Responses to Higher Positions Talent Development

The amalgamated responses pertaining to research question three, higher position talent development, were plotted on a graph (Appendix I). Using natural breaks, five clusters were generated. Each cluster was analysed and discussed hereunder with the view to find the meaning of the ratings in order to contribute to the attainment of the main objective of this study. Table 29 (Appendix A) shows the results in relation to research question four.

Items Q190, Q164, Q168, Q81, Q70 and Q66 as detailed in table 29 (Appendix A), constituted the first cluster, Class A, in relation to higher position talent development initiatives in the medium sized enterprises. The average rating is 72.25 percent of the sampled medium sized enterprises. A close analysis of the items curved to how the medium sized enterprises are handling talent development for higher positions, with specific reference to involvement and perception of the supervisors therein. The high percentage of (412) 72.24 percent of the sampled medium sized enterprises involvement in the phenomenon of on-the-job training is consistent and grounded in talent management literature. Medium sized enterprises in Uganda are inclined to the experience-based learning method as illustrated by the learning model component of the TDF (Blass & April, 2008). The results also indicated that the vast majority of the medium sized enterprises emphasised and upheld that skills are learnt abilities. This further informs their actions in the overall aspects of talent management initiatives (Areiqat et al., 2010; Beechler & Woodward, 2009). Therefore, management efforts in medium sized enterprises is majorly in the direction of on-the-job training in order to intensify skill acquisition among the talented employees for purposes of developing talents for higher positions. The high rating of medium sized enterprises on the item of mentoring is also supported by the TDF learning model. The model emphasises that enterprises are at liberty to

adopt mentoring as an approach to skill transfer and learning (Blass & April, 2008). Furthermore, it could be argued that these approaches [on the job training and mentoring] to talent development are being applied by the medium sized enterprises because of their effectiveness in terms of costs and the inherent ability to yield the expected results in the short run. It is the working experience from a skilled person which is systemically transferred to latent and potential talent in the course of performing tasks, assignments, and duty in the medium sized enterprises. The high involvement of medium sized enterprises in the aspect of on the job training implies that the medium sized enterprises are in line with the element of efficiency as detailed by the talentship model (Boudreau & Ramstad, 2005).

Furthermore, the application of mentoring as a methodology to talent development in medium sized enterprises is also supported by the fourth principle, that is, the direction of talent development. The principle states that mentoring yields better results when it is conducted at the workplace, during specified working times; and when it is integrated in the work systems and working culture of enterprises (Pruis, 2011). In the same vein, the high involvement of supervisors in developing talents for higher positions in the mediums sized enterprises is also supported by the management literature. It is advanced that managers and supervisors have a fundamental role to play in influencing career of employees (Blass & April, 2008). The ratings also indicate that talents and potential is spotted at an early age of employee engagement. This enables the medium sized enterprises to accord the identified employees opportunities to develop and accelerate faster than expected. This approach is likely to accelerate utilisation of talents and consequently enterprise competitiveness (Yarnall, 2011; Areigat et al., 2010; Ashton & Morton, 2005). The high average rating of encouraging employees with potential to attain high performance implies that managers and supervisors possess a clear understanding of the strength and weaknesses of the employees they supervise. This understanding is deemed beneficial to the medium sized enterprises because it maximizes people's potential and has a positive impact on enterprise survival, growth, development and competitiveness (Newbold, 2010).

The researcher considered the high involvement of medium sized enterprises in the phenomenon of on-the-job training as an emerging theme of the investigation. As a result, qualitative data was sought by interviewing experts in the field of human resources management and business management in order to attain the saturation point. In the process, the researcher framed a qualitative question: *Medium sized enterprises in Uganda are more involved in the on-the-job training as a strategy to enhance capacity than any other*

method. Why?

The second cluster in table 29 (Appendix A), Class B, consisted of Q80, Q85, Q73, Q75, Q69, Q78, Q82, Q154, Q86, Q191, and Q192 as items. The average rating is (364) 63.89 percent of the sampled medium sized enterprises. A systematic analysis of the items zeroed to management practices, perceptions and dedication towards talent development to groom talented people for higher positions in the medium sized enterprises in Uganda. In this regard, the talent value management model stresses that perception is of importance to talent management because it enables enterprises to answer a question: “What does it take for the enterprise to manage talented people in a strategic manner in order to sustain enterprise competitiveness?” The rating, (364) 63.89 percent, was slightly above average. This implied that the talent value management model is not fully grounded in the medium sized enterprises in Uganda. The model further affirms that the vast majority of enterprises hold the perception that human resources are the fundamental assets for enterprises’ success but quite a number of them do not walk the talk. The ratings do imply that the assertion is a “correct one” with respect to medium sized enterprises in Uganda. These statistical results further reveal that more work is required to be done in relation to the perception of medium sized enterprises about talent management in order to evolve to BTD (Smallwood & Ulrich, 2007).

The perception exhibited in the ratings that every employee in the medium sized enterprises possesses a talent to be developed is in line with the organisational wide focus on talent management, and it is based on the philosophy to “unlock-our-potential” (McCartney & Garrow, 2007). However, it is imperative to appreciate that although the medium sized enterprises hold such a philosophical talent management view point, it does not imply that all talented employees are accorded an opportunity to develop their talents. The business challenge to the medium sized enterprises is to translate the perception into practice. However, this perception that every employee has a talent which needs to be developed is also in line with the definitions of talent management as provided by scholars (e.g., Yarnall, 2011; Beechler & Woodward, 2009). The dataset in Class B also reveals that medium sized enterprises are keen on developing talents for future use. This implies that above average enterprises have a high recognition of the importance of talented people for enterprise survival, growth, development and competitiveness. Secondly, this futurism approach to talent development is consistent with the management literature, the supply chain model of talent management that enterprises have a duty to spot potential at an early age of their development

and progression (Cappelli, 2009). This approach probably enables the medium sized enterprises to accord the identified talents openings to develop and advance faster in people's careers than expected. Furthermore, by identifying talent for future use, the medium sized enterprises are in actual fact practicing talent segmentation, forming a talent pool, in line with the management literature, the talent value management model and the human capital planning model. By forming the talent pool to be developed, the medium sized enterprises tend to justify the need to retain and nurture the perquisite skills with working experiences necessary to attain competitiveness, as illustrated by the talent value management model (Joerres & Turcq, 2007; Ruse & Jansen, 2008).

The average rating of (364) 63.89 percent of the sampled medium sized enterprises encompassed the items related to managers and supervisors' dedication to talent development for higher positions. The ratings indicated that by and large, managers and supervisors are keen on developing talents through acquisition of skills, knowledge and attitudes required to sustain enterprise competitiveness. These results support management literature that managers and supervisors play major roles in the recruitment and talent development processes in enterprises. Furthermore, the results do indicate that recruitment is one of the entry points of talented people to the medium sized enterprises (D'Annunzio-Green, 2018; Kaliannan et al., 2016; Smallwood & Ulrich, 2007). Thus, one may argue that the managers and supervisors' dedication to talent development are meant to ensure that the enterprises benefit from the recruited talents and potential. Secondly, managers and supervisors are critical in implementing talent development processes probably because they are the ones who are responsible for evolving the talent pool as was the case in Pharma Company in India (Sharma & Bhatnagar, 2009). The average ratings also indicated that mediums sized enterprises provide opportunities to talented people to utilize the acquired knowledge in talent development processes. This management approach is in line with the last phase of TLC, embed. This last phase emphasises that enterprises have the obligation to ensure that what the employees have learnt in the course of talent development is continuously utilised in order not to dwindle; and what the employees have learnt has to be entwined and integrated in the working culture of enterprises. This is because of the positive bearing on enterprise survival, growth, development and competitiveness (Newbold, 2010). Therefore, medium sized enterprises in Uganda encourage talented people to utilise the acquired skills because it is beneficial in terms of enterprise survival, growth, development and competitiveness.

This average rating, (364) 63.89 percent, also emphasised that medium sized enterprises endeavour to align employee potential with business strategy. All in all, talent development in medium sized enterprises in Uganda is not for the sake of developing people but rather to ensure that strategic business objectives are achieved in the short and long run. This approach to talent enhancement is in consonance with the third principle of talent development. The principle emphasises that talent development needs to be steered to implement the business strategy; and enterprises have to answer pertinent questions, for example, whether talent development is geared towards innovation, collaborations and downsizing (Pruis, 2011). The ratings also implied that the medium sized enterprises enhanced coaching as a means to achieve skill development. This approach to talent development is consistent with the management literature that enterprises which succeed in leadership development do hold coaching as an integrated top management priority (Fulmer et al., 2009; Smallwood & Ulrich, 2007). Furthermore, the analysis revealed that the core value item was part of Class B. these results implied that a significant number of medium sized enterprises emphasise core values in talent development initiatives. This approach to talent development is consistent with the TLC that in the process of evolving a comprehensive development program for talented people, core values need to be integrated in the training programmes (Newbold, 2010). It is also stressed that the starting point of talent initiative is to have an in- depth appreciation of the core values, threats and opportunities, among others, of the enterprise (Haskins & Shaffer, 2010; Gandz, 2006). Class B, also consisted of an item, namely, employees in core positions accorded training opportunities in relation the business strategy. This participation revealed that a significant number of medium sized enterprises adopted talent segmentation in the process of developing talents and this is consistent with the HCPM. The HCPM stresses that in order to attain strategic objectives through the human resources management function, enterprises have to accord due attention to core positions in terms of talent development (Ruse & Jansen, 2008). Therefore, given the said average rating, it is not an over estimation to argue that medium sized enterprises are in tandem with the HCPM in as far as core positions talent development is concerned and this has a positive bearing on survival, performance and competitiveness.

The third cluster, Class C, consisted of Q199, Q72, Q152, Q155, Q156, Q79, Q158, Q185, Q77 and Q68 as items. The average rating was (320) 56.16 percent of the sampled medium sized enterprises. This slightly above the statistical average rating curved to the extent talent management is grounded in the medium sized enterprises. Uren (2007) stressed that for talent management to be grounded in enterprises, the prerequisite is top management participation.

Consistently, based on the ratings, the researcher concluded that talent management is not fully grounded in a significant number of enterprises in Uganda. Middle managers participation in talent management is also a critical factor in its success. By and large, middle and line managers support employee development and progression. It is emphasised that for talent development to be fruitful in enterprises, managers and supervisors have to play the leading role. This is done by influencing employee career, do assess employees, identify talents and participate in developing and implementing talent management systems. At the same time, enterprises are warned of the dangers of not considering succession planning as a vital component of leadership/higher position talent development (Pruis, 2011; Cohn et al., 2005). Scholars have warned enterprises that those managers and supervisors who do not consider succession planning and leadership development as a vital element in enterprise are likely to experience challenges. For example, the enterprises will end up retaining those talents which are not necessarily required, and this has far reaching negative effects on competitiveness (Cohn et al., 2005). Therefore, the average ratings under consideration unfolded that a significant number of medium sized enterprises in Uganda are experiencing the said negative effects, for example, turnover of skilled and critical human resources, and are not competitive, in real terms, from a talent management perceptive. From another perceptive, the average rating unfolded that in a significant number of medium sized enterprises, employees are left on their own, to steer their career aspirations and development. This is because the supervisors and line managers are not actively or fully involved in talent management initiatives. However, the average rating of (320) 56.16 percent also indicates that average medium sized enterprises recognise that employees' aspirations change over time and do incorporate the identified changes in in their talent management systems and this is consistent with management literature, the survey (Blass & April, 2008).

The average rating, (320) 56.16 percent of the medium sized enterprise, unfolded items related to the dimensionalities of focus of talent development, strength or weaknesses of talented employees. It has been argued that great managers accord due attention to developing the strength of their talented employees and design mechanism to go around the identified or observable weaknesses. This is based on the rationale that maximising strength of employees is a transformation process for the enterprise to enter into a world class in terms of competitiveness. Managers in enterprises have inadequacies by labelling weaknesses as shortcoming or areas which require improvements or development and concentrate on them (Blass & April, 2008). Thus, the average rating reveals that there is need for a paradigm shift, to accord more development to enhance employee strength in the talent development

initiatives. Furthermore, the average rating of 56.16 percent indicates that medium sized enterprises are involved in employee classification, probably similar to the four major knots, namely, creators, ambassadors, craft and drivers (Joerres & Turcq, 2007); and they may also be classified based on performance. It is advanced that talented employees tend to constitute 10% – 20% of the entire staffing in the enterprise (Beechler & Woodward, 2009; Smart, 2005). Consistently, whatever approach of employee classification is adopted by the medium sized enterprises, the agenda is to maximize talent, identify potential to be development and in the process, impact on enterprise competitiveness. However, based on the ratings [(320) 56.16 percent] it is logical to assert that employee classifications are averagely conducted by the medium sized enterprises and this calls for greater involvement in order to attain short- and long-term strategic objectives. Furthermore, the average rating of (320) 56.16 percent indicated medium sized enterprises involved in internal promotions as a management practice. This management practice is in line with the ‘making and buying’ principle as a strategy to manage the demand side risk (Cappelli, 2009). Thus, it is logical to argue that in these medium sized enterprises, talent development has yielded results which have a positive bearing on enterprise continuity.

The fourth cluster, Class D, consisted of five items, namely, Q71, Q167, Q151, Q84 and Q74. These items curved to talent development initiatives beyond in-house training programs like job rotation, mentoring and coaching. In specific terms, these items are related to the enterprise management team involvement in talent management initiatives for talented employees, outside internal arrangements, for example professional development programs, higher education programs, among others. The average rating is (268) 46.98 percent of the sampled medium sized enterprises. Based on this average rating, it could be argued that the management teams of the vast majority of the medium sized enterprises were not keener on talent management and development initiatives outside the confines of the enterprises. Management scholars assert that there are basically two extreme approaches to talent management. At the one extreme end, enterprises have to support talented people to development or to leave them to steer their own talent development initiatives. However, for enterprise sustainability, development and competitiveness, the logical approach is for management team’s participation in talent development of the identified talented employees. When the enterprise is keen on developing talents, employee talent development is enhanced, and this has a positive impact on utilisation and competitiveness (Fulmer et al., 2009). Therefore, based on the said average rating, the management teams of medium sized

enterprises in Uganda are not strongly inclined to talent development initiatives outside the premises of their enterprises. Across the board, the vast majority of the talented employees, are left to steer their own development initiatives. As a consequence, no wonder, a significant number of these medium sized enterprises are struggling with sustainability and competitiveness as indicated in the statement of the problem of this study. The below fifty percent of medium sized enterprise involvement in placing talent employees on accelerated talent development program is contrary to the management literature, particularly, the supply chain model of talent management. The model stresses that enterprises have to identify talented people at an early age and place them on speeded talent development programs. This is because the approach has a positive impact on talent utilisation, retention and enterprise competitiveness (Cappelli, 2009). Furthermore, these below average ratings also unfold that a significant number of the medium sized enterprises just follow what is in the market space in terms of supply of talented employees. Employees are left on their own to forge their talent development initiatives. The researcher concludes that such an approach to talent development could not in the foreseeable future sustain enterprise survival, growth, development and competitiveness in Uganda.

The average rating of medium sized enterprise involvement in partial financing of talented employees for training and talent development programs stood at 46.98%. At the same time, medium sized enterprises participation in encouraging talent employees to advance through academic programs was also rated the same. The researcher analysed the two constructs and concluded that they were highly related. These constructs refer to talent development through institutions of higher learning and other advanced specialized programs. The relevance of higher education in talent development initiatives and enterprise performance and competitiveness is highly reflected in the case of Pharma Company in India. The company financed talented employees to acquire advanced knowledge in higher institutions of learning. This approach propelled the enterprise in the right direction of talent development initiatives and transformed it to competitiveness. (Sharma & Bhatnagar, 2009). Therefore, to sustain technological advancement, the medium sized enterprises need to be involved in academic progression of their employees because of the direct linkages with enterprise survival, growth, development and competitiveness. It is also emphasized that cost sharing in talent development minimizes risks on the part of the enterprise because the talented people are deemed to be the direct beneficiaries of the programs. This is based on the premise that they do have the ability to move to competitors in this volatile competitive talent market. Secondly, by involving themselves in cost sharing arrangements for talented people, the

enterprises are in position to benefit through application of knowledge and skills as the talented employees progress in their studies. This is based on the rationale that talented employees need to be encouraged to cost-share in those academic courses under even programs (Cappelli, 2009). Furthermore, it is also emphasized that enterprises need to be involved in education learning because it is a strategy for leadership development (Fulmer et al., 2009). The low average involvement of (268) 46.98 percent of the sampled medium sized enterprises in career aspiration of talent employees was consistent with the findings of a survey that fifty percent of the employees held the opinion that their employers were not in position to influence their career aspirations. However, influencing a career is a critical element in talent development (Blass & April, 2008). Therefore, there is a need on the part of the medium sized enterprises in Uganda to move in the right direction.

The last cluster, Cluster E in table 29 (Appendix A), consisted of two items, namely, Q76 and Q83. The average rating was (216) 37.98 percent of the sampled medium sized enterprises. These constructs curved to devote financial resources for developing talents. This below percentage revealed that the number of talent medium sized enterprises which devoted financial resources for talent development initiatives on annual basis is significantly very low indeed. The low rating unveiled that the vast majority of medium sized enterprises in Uganda are not aligned to extending financial resources for talent development initiatives, and this is inconsistent with the management literature. The talent development pipeline architecture calls for financial resources to be budgeted for and spent in order to develop identified talents in the pipeline. At the same time, enterprises have to guard against budget cuts for talent development in periods of financial adversity (Gandz, 2006). In the same vein, the supply chain model of talent management stresses that financial resources are a prerequisite for evolving the concept of portfolio in order to reduce uncertainty in as far as managing talented people is concerned (Cappelli, 2009). In the process of implanting talent development initiatives, enterprises need to devote time and financial resources to manage and propel its employees. By so doing, the enterprises will be able to have the right quality of employees to propel its survival, growth development and competitiveness (Blass & April, 2008). Related to financial resources for talent development, it is also stressed that resources for talent development are limited and therefore, enterprises are urged to rationalize (Hausknecht, Rooda & Howard, 2009). The pivot talent pool stresses that enterprises need to implement talent segmentation because of its ability to rationalize limited financial resources for employee development. The relevance of financial resources for talent development was further emphasized that in a competitive business environment, performing

enterprises do invest financial resources in human resources development with the view to sustain survival, growth, development and competitiveness (Munsamy, 2007; Lockie & Tarantino, 2006). All the foresaid management literature reveals that talent development requires financial resources for its implementation and sustainability in order to generate positive impacts on enterprise development and competitiveness. Consistently, given the low response of medium sized enterprises to the item of financial resources for talent development, the researcher was forced to uphold that talent development is not well grounded in the medium sized enterprises in Uganda. This low response of medium sized enterprises also acts as a marker/pointer to organisational will in relation to talent development. It is advanced that talent development does flourish in enterprises on the strength of organizational will. Therefore, where the organisational will is insufficient, talent development is likely not to flourish and no planning or sufficient care and investment will be accorded to it (Haskins & Shaffer, 2010). Based on this management literature therefore, it is not an overestimation on the part of the researcher to affirm that the organisational will for talent development initiatives is generally lacking in the medium sized enterprises in Uganda and this greatly explains the low involvement in financial allocation to it on an annual basis.

Furthermore, the average ratings under consideration implies that the vast majority of the medium sized enterprises in Uganda are not inclined to instruction-based learning methodologies in the process of developing talents for higher positions. The ratings indicate or imply that in-house training programs, external training initiatives like academic programs, short external training seminars and workshops, self-computer-based training programs and professional based training initiatives are not, by and large, part and parcel of higher position training initiatives therein. Thus, the results unveiled that medium sized enterprises in Uganda applies and are more inclined to experience based methods to develop talents for higher positions. However, the TDF illustrates the various challenges which enterprises are bound to face in their determination of the approaches to be used in the developing talents. TDF stresses the need to develop a mixture of experience based and instruction methodologies in the process of developing talents (Haskins & Shaffer, 2010). Therefore, given the fast changes in the world resulting from technological advancement and related innovations, it could be argued that medium sized enterprises in Uganda are “lagging” behind in terms of content in developing talents because greater effort is placed on experienced based learning methodologies which appear to be “historical” in character. In short, the experienced based learning methodologies used to develop talents are necessary but not a sufficient condition to

develop talents for higher positions. Therefore, there is a need to strive to have a correction mixture of both the experience-based learning methods and instructional learning in order to develop talents for higher positions in the highly competitive and changing world as detailed by the management literature.

Given the significance of financial resources in talent development initiatives in enterprises, irrespective of their sizes, the researcher viewed the average rating of (216) 37.98 percent as an emerging theme of the study. Consequently, the researcher framed a qualitative based question: *The involvement of medium sized enterprises in financing development programs for talented employees is low. What are the underlying causes to this phenomenon?*

5.19. Research Question (RQ) 5:

To what degree do medium sized enterprises develop identified talented people to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness?

In order to statistically analyse research question five, the researcher framed the following hypotheses as a guide:

H0: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence medium sized enterprises to develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness

The alternative hypothesis,

H1: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do influence medium sized enterprises to develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and

competitiveness.

The second set of hypotheses in relation to research question two is that:

H0: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners' participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence medium sized enterprises to develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness.

The alternative hypothesis is

H1: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do influence medium sized enterprises to develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness.

5.19.1. Net impact of Cohort of Talent with other Independent Factors

According to the linear regression results in table 30 (Appendix A), the model fit is good fit since the probability value (0.000) is less than 0.05. The conclusion is made at a 95 per cent level of confidence. Using the adjusted model, main business, number of employees, ownership structure, leadership style, talent identification, talent development for hard to fill positions, higher positions talent development and talent utilisation are significantly related to cohort of talent development in medium sized enterprises ($p < 0.005$). This implies that the said constructs influence the pattern and direction of cohort of talent development in the medium sized enterprises in Uganda.

For main business type, the coefficient is -0.13 for medium sized enterprises in the health sector. It is less than that for those in the manufacturing sector. Also, the coefficient is -0.1

for medium sized enterprises in the education sector, which is less than that for those in the manufacturing sector. This means that medium sized enterprises in the education and health sectors are having lower odds of being in the higher cohort of talent development categories.

The linear regression analysis reveals that medium sized enterprises in the health sector are not keener on developing a cohort of talents in comparison with those in the manufacturing sector with the view to sustain enterprise competitiveness. These medium sized enterprises in the health sector are in the lower segments of cohort talent development initiatives. This business situation could best be explained as follows: The health sector of Uganda is characterised by unfriendly and unwanted statistics from the social economic view point. For example, the doctor patient ratio was high at 1:24,725; the nurses' patient ratio stood at 1:110,000 and the vacant positions in the Ministry of Health were 23,321 (Parliamentary Committee of Health on the Ministerial Policy Statement for Health Sector for the Financial Year 2012/13). This situation implied that the existing talents in the health sector of Uganda was over stretched in terms of patient ratios and therefore, the agenda to develop a cohort of talents was not attainable. Vacant positions already existed in the health sector systems. Therefore, the business strategy to develop a cohort of talents for medical personnel was not practical and economically visible. The practical macro business strategy for the health sector was and is to constantly increase the overall supply of doctors and nurses in the country. Secondly, basing on those ratios, it would be a business risk to endeavour to develop a cohort of talents. Those developed could easily leave the enterprises and join the competitors. Thirdly, the researcher argued that the low involvement of the medium sized enterprises in the health sector to develop cohorts of talents could also be attributed to a general lack of mechanisms to recoup the investment in training for the cohorts (Cappelli, 2009). In such situations where vacant positions existed throughout the economy, the strategy to develop a cohort of talents was risky. No prudent mechanism could guarantee a return on investment. More importantly, medical personnel in Uganda did take up part time jobs in the health sector of the country in order to earn more income (Ministerial Policy Statement for Health Sector for the Financial Year 2012/13). In such situation, it was a bit risky for the managers/promoters of the medium sized enterprises in the health sector to invest resources in order to develop a cohort of talents. This is because of the known associated risks and high propensity for the skilled medical personnel to jump ship and take up employment somewhere else, whether on part time or full time (Cappelli, 2009) or to venture in their own clinical related businesses.

Therefore, it is logical to affirm that the existing doctor and nurse patient ratios are a contributor to the lower involvement of medium sized enterprises in cohort of talent development initiatives.

The linear regression analysis also indicated that medium sized enterprises in the education sector of Uganda were also in the lower segments of higher cohort talent development initiatives. The education based medium sized enterprises, like any business entity operating in the competitive business environment, is bound to face challenges pertaining to talent management. Thus, the need to have a cohort of talent is sound and pertinent. However, these medium sized enterprises were at lower odds of cohort of talent development initiatives. This phenomenon is best explained by the approaches or methods applied therein to engage talents to operate and sustain their businesses competitively. A significant number of education-based medium sized enterprises do engage part time professionals [talents] drawn from the public sector to provide the required services in relation to teaching and learning. By using this approach, the need to develop cohorts of talents is minimised and this explains the lower involvement (Daily Monitor, Thursday, February 23, 2017). Overall, the grand finding of the study is that main business, a factor of enterprise characteristics, does influence the dynamics and direct cohort of talent development initiatives in the medium sized enterprises in Uganda.

For ownership structure, the coefficient was -0.1 for medium sized enterprises that are in foreign joint ventures than those in family business. That is, medium sized enterprises that are in foreign joint venture are at lower odds of being in higher cohort of talent categories.

This linear regression finding unveiled that foreign joint venture mediums sized enterprises were at lower odds of being in higher propensities of cohorts of talents development initiatives. First and foremost, developing countries like Uganda are faced with challenges in attracting FDI to accelerate socio-economic development (Dupasquier & Osakwe, 2006). Consistently, in this study, foreign joint ventures constituted 51 (8.95%) in number. Basing on this small number, it could be argued that the foreign - joint venture medium sized enterprises are faced with peculiar management systems, which most likely influences their action and direction in the field of talent management. It could be argued that the foreign-venture medium sized enterprises are in the lower segments of higher odds of developing cohorts of talents because of their awareness of the known challenges pertaining to managing cohorts of talented people in a competitive business environment. The “Making and Buying” principle to

manage demand-side risk of the supply chain model of talent management holds that it is not business-like for enterprises to have unnecessary cohorts of talents under the armpit of future use. This is because talents cannot be held as inventories for future use (Cappelli, 2009). Based on this management literature, probably, there was a high propensity that these to be developed would jump ship if not fully utilized to their expectation. Therefore, it could be argued that these joint venture medium sized enterprises were in the lower segments of higher involvement in cohort of talent development because of their prior knowledge of the dynamics pertaining to managing cohorts of talents as illustrated by the supply chain model of talent management. Consistently, it could be stressed that the lower involvement of joint venture medium sized enterprises in developing cohorts of talents was a business strategy aimed at minimising costs in a fragile business environment in which they were operating in. Thus, the study finding is that ownership structure, a factor of enterprise characteristics, did influence cohort of talent development in the medium sized enterprises in Uganda.

Based on Table 30, for leadership style, the coefficient is 0.11 for medium sized enterprises that reported having autocratic leadership, which is higher than that of those which reported having participatory leadership. This means that medium sized enterprises that reported having autocratic leadership have higher odds of being in higher cohort of talent categories than those which reported having participatory leadership.

This regression analysis results reveals that medium sized enterprises that have autocratic leadership are having upper probabilities in higher segments of developing cohort of talent than those with participatory leadership. Management scholars advanced that the success of talent development initiatives call for the involvement of managers and supervisors in influencing career of talented employees (Blass & April, 2008; Cohn et al., 2005). In this regard, the TLC holds that the line managers need to have an in-depth understanding of the strength and weakness of the human resources in the enterprise (Newbold, 2010). Therefore, the involvement of managers and supervisors in talent development initiatives in enterprises is of a beneficial ingredient. This is because it provides the direction and minimises costs and consequently maximises return on investment. The issue of participatory leadership is of paramount importance in talent development initiatives for enterprises. Basing on this assertion, the high involvement of autocratic leadership style in cohort of talents development is inconsistent with the said management literature. It probably implies that the top leaders dictated the course of talent development with little or no input from the line managers and

supervisors. Because the autocratic leaders strictly provided the direction of talent development initiatives with respect to cohort of talents, it was highly possible that the managers just followed in order to guard their source of earning, given the high unemployment in the country (Uganda Budget 2011). Furthermore, such actions probably resulted into the bigger inventories of developed people as illustrated by the supply chain of talent management (Cappelli, 2007). Thirdly, the researcher held the opinion that this high involvement in cohort of talents development could probably be attributed to higher turnover which these medium sized enterprises were probably experiencing, resulting from autocratic leadership style in day to day management of enterprises. Therefore, in order to sustain enterprise continuity, the autocratic leaders did develop cohort of talents. In essence, these results are inconsistent with the available management literature which emphasises participatory leadership style as the most suitable style for talent management initiatives in enterprises (Fulmer et al., 2009). The grand finding of the study is that leadership style, a managerial characteristic, influences the dynamics and direction of cohort of talent development in the medium sized enterprises in Uganda.

Regarding talent identification, the coefficient is 0.16 for medium sized enterprises. This means that medium sized enterprises that reported having higher probabilities for talent identification are also having higher odds of being in the higher cohort of talent categories.

These research results unfolded that those medium sized enterprises having higher odds for talent identification initiatives are also experiencing higher propensities for cohort of talent development agenda. By and large, talent identification in enterprises is informed by organisational will toward talent management agenda. Therefore, it can be argued that it is the organisation will which translate itself into enterprise support to talent development initiatives in enterprise management (Haskins & Shaffer, 2010; Newbold, 2010). Basing on this management literature therefore, it is logical to argue that talent identifications is a critical process in talent development but not an end in itself. In this regard, management scholars, Joerres and Turcq (2007) stressed that from a worldwide perceptive, enterprises hold the compassionate that people are the most valuable resource. The question is - how many of these enterprises walk the talk? Therefore, enterprises are bound to benefit from talent management initiatives through high performance when concreted efforts are made toward recognising the importance and value of talented people, developing the talents and utilizing the talents to attain strategic business objectives (Evans, 2011). Consistent with the said management literature, these research results imply that those medium sized enterprises whose

involvement in high talent identification odds are associated with higher probabilities of developing a cohort of talents because they endeavoured to walk the talk that people were the most valuable asset therein. Talent identification is designed for a specified aspect in talent development initiatives and it is a dependent variable of the organisational will. Thus, these medium sized enterprises were consistent with the foresaid management literature. It is highly possible that the higher odds in talent identification are meant to inform the higher involvement in cohort of talent development initiatives, among other aspects of talent management, in the medium sized enterprises in Uganda. Specifically, it could also be argued that talent identification was designed not only to inform cohort of talent development initiatives but also other aspects of talent development like higher position talent development and leadership talent development in the medium sized enterprises in Uganda. The grand finding of the study is that talent identification, a factor outside the horizon of enterprise and managerial characteristics, influences the dynamics and direction of cohort of talent development initiatives in the medium sized enterprises in Uganda.

Regarding talent development for hard to fill positions, the coefficient is 0.22 for medium sized enterprises. This means that medium sized enterprises that reported a higher involvement in talent development for hard to fill positions are having higher odds of being in the higher cohort of talent categories.

These regression analysis results unfolded that those medium sized enterprises with higher odds of talent development for hard to fill positions were also experiencing higher probabilities for cohort of talent development initiatives. The business agenda for developing a cohort of talents is to have in place a versatile and flexible team of talented people capable to manage the various operations of internal business processes in enterprises when need arises (Cappelli, 2009). From a rationalised perspective, this implies that the developed cohorts of talents are in position to man the hard to fill positions in business operations of the medium sized enterprises. Therefore, it is logical to advance that talent development for the hard to fill positions is “a subset” to skill development requirements with respect to cohort of talents development initiatives. Consistently, it is prudent to advance that those medium sized enterprises engaged in developing talents for the hard to fill positions were also making “significant strides” in the field of developing a cohort of talents with the view to sustain enterprise operations in order to achieve strategic objectives. Basing on this narrative, the regression analysis results of the relationship between higher probabilities of hard to fill positions talent development and higher odds in cohort of talent development is logical and

consistent with the management literature as detailed by Cappelli, 2009. The striking finding of the study is that talent development for the hard to fill positions, a factor outside the enterprise and managerial characteristics, influences the dynamics and direction of cohort of talent development initiatives in the medium sized enterprises in Uganda.

Regarding higher position talent development, the coefficient is 0.32 for medium sized enterprises. This means that medium sized enterprises that reported higher odds for higher position talent development are associated with higher cohort of talent development categories.

This regression analysis reveals that medium sized enterprises that are having higher odds of higher position talent development initiatives are also having higher propensities in respect to cohort of talent development categories. Management literature, the talent value management model classifies the higher positions are the creators of value in enterprises. Therefore, the business agenda of developing talents for higher positions is to have in place people with knowledge and skills critical for design and implementation of business strategies for competitiveness (Joerres & Turcq, 2007). Based on this management literature, the researcher held the opinion that talent development for higher positions is virtually the pinnacle of talent development initiatives in the medium sized enterprises. Therefore, it is logical to argue that cohort of talents development “feeds” into the higher talent development initiatives in the medium sized enterprises and this, probably explains the linear regression research finding under consideration. The grand study finding is that higher position talent development initiative, a factor outside the perspective of enterprise and managerial characteristics, influences the dynamics and direction of cohort of talent development categories in the medium sized enterprises in Uganda.

Regarding talent utilisation, the coefficient is 0.29 for medium sized enterprises. This means that medium sized enterprises that reported higher odds for talent utilisation are in the higher segments of cohort of talent development categories.

These linear regression results unfolded that those medium sized enterprises with higher odds for talent utilisation are also in the higher segments of cohort of talent development categories. From a broadly management perceptive, the results are telling that medium sized enterprises which were highly utilizing their human resources and talents are also in higher probabilities in developing cohorts of talents categories. This association can best be explained by applying management literature. The built to change theory stresses that jobs

need to be classified on the basis of roles. The classification encompasses the Creators, Ambassadors and Craft Masters and this informs talents utilisations (Joerres & Turq, 2007). Based on this analysis, it is logical to advance that those medium sized enterprises in the higher segments of talent utilisation were structured on the basis of the built to change theory. It was such a structure which informed the management team on how best to develop and utilize talents on a continuous basis in order to sustain enterprise competitiveness. Therefore, for continuity of business operations, these enterprises adopted the concept of portfolio by developing a talent pool whose development centred on having employees with broad and general competencies fit for a wide range of jobs, probably as classified by the built to change theory, in order to enhance enterprise performance. As stated earlier, it is talent utilisation which informs the overall performance of the enterprises. From another perceptive, the adopted definition of talent management for the study emphasises systematic attraction, identification, development, retention and utilisation of those people who are deemed to be of value to enterprises in terms of short and long-term performance (Yarnall, 2011). Therefore, it is logical to argue that those medium sized enterprises with higher probabilities for talent utilisation are having higher odds for cohort of talent development initiatives because cohorts of talents are directly linked to continuous performance of the medium sized enterprises and high performance is a result of talent utilisation (Cappelli, 2009). The grand study finding is that talent utilisation, a factor outside the perspective of enterprise and managerial characteristics, influences the dynamics and direction of cohort of talent development categories in the medium sized enterprises in Uganda.

5.19.2. Summary of Linear Regression Analysis – Cohort of Talent Development

In relation to research question five of the study, the null hypothesis (H0) (i.e., Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence medium sized enterprises to develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness) was partly rejected. The hypothesis was not rejected to the extent that the years of existence, technological advancement, location and active website did not influence cohort of talent development in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that main business ($p=.003$), number of employees

($p=.045$) and ownership structure ($p=.013$) did influence cohort of talent development in the medium sized enterprises in Uganda. In reference to the second null hypothesis (H_0) (i.e., Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners' participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence medium sized enterprises to develop identified talented people in order to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness), the hypothesis was also not rejected to the extent level of competition, performance rating of the enterprise, owners' participation, academic attainment of the assistant general manager and the academic attainment of the assistant general manager and academic attainment of the general manager did not influence cohort of talent development initiatives in the medium sized enterprises in Uganda. The alternative hypothesis (H_1) was accepted to the extent that leadership style ($p=.002$) did influence the dynamics and direction of cohort of talent development initiatives in the medium sized enterprises in Uganda. Finally, besides the hypotheses, the study established that talent identification ($p=.000$), talent development for hard to fill positions ($p=.000$), higher positions talent development ($p=.000$) and talent utilisation ($p=.000$) do have a positive correlation with cohort of talent development in the medium sized enterprises in Uganda.

5.19.3. Natural Breaks – Responses to Cohort of Talents Development

The responses pertaining to this research question were plotted on the graph (Appendix J). On the basis of natural breaks, four clusters were yielded for analysis. Consistently, table 31 was formulated in order to guide the research results discussions. Based on the table, the first cluster, Cluster A, consisted of six items Q86, Q89, Q190, Q164, Q193 and Q168. The average rating was (427) 74.88% medium sized enterprises. By and large, the items curved to on-the-job training and other approaches applied by the mediums sized enterprises in order to develop cohorts of talents with the agenda to fill up any vacant position(s) when demand copes up, bearing in mind the need to sustain survival, growth, development and competitiveness.

Table 31: Cohort of Talent Development

Questions	AGREE (%)	N
Q86 Enterprise Emphasis on mentoring Employees	76.85	438

Q89 Skilled Employees conduct coaching Internally for skill enhancement	76.67	437
Q190 On-the Job training is practiced for Acquisition of skills and knowledge on internal business processes	75.08	428
Q164 Enterprise recognises that skills are learnt through Training	74.57	425
Q193 Employees are assigned specific jobs for purposes of skill development	73.16	417
Q168 Mentoring adopted in the enterprise to nurture acquisition of better skills	72.98	416
CLASS A "AVERAGE"	74.89	427
Q87 Multi- skilling emphasized in Enterprise	69.83	398
Q181 The enterprise believes in the philosophy that talented people are the basis of success	69.13	394
Q160 Managers have a clear perception of Talented people to Enterprise success	68.77	392
CLASS B "AVERAGE"	69.24	395
Q90 Rotation of Employees for Multi-skilling practiced	64.91	370
Q163 Enterprise has a perception that talented people master skills faster than others	63.15	360
Q186 Human Resources are managed on the premise that it is cost-effective to nurture than to hire from outside	61.75	352
Q192 Managers are dedicated to Employee training in order to develop Talents	61.23	349
Q88 Evidence of Talent development for Higher positions in Enterprise	60.88	347
CLASS C "AVERAGE"	62.38	356
Q158 Employees Classification practised in the enterprise	55.27	315
CLASS D "AVERAGE"	55.27	315

Source: Author

These ratings also reveal that mediums sized enterprises are also involved in coaching and mentoring as a strategy to develop talents, with the view to have in place a cohort of developed employees. By and large, these results were consistent with the findings of a survey conducted in Great Britain which unfolded that enterprises were keen to coaching and mentoring in order to develop talents of employees (Blass & April, 2008). Thus, the medium sized enterprises adopted mentoring and coaching as one of the learning methodologies in order to build the required knowledge and skills (Haskins & Shaffer, 2010) in order to sustain competitiveness. By having a high average rating in relation to mentoring and coaching, it also implied that the medium sized enterprises in Uganda endeavour to nurture a deep understanding and relationship with the concerned employees. Consistently, the ratings also supported the assertion that experience based methodologies were applied to develop the required capacities. In the process, coaching and mentoring shapes the talented persons towards the short and long terms business strategic objectives (Haskins & Shaffer, 2010; Smallwood & Ulrich, 2007). The adopted approach to develop talented people internally implied that efforts were made to have in place the require human resources, based on the premise that internally developed human resources was cheaper than that hired from outside.

Thus, the medium sized enterprises in Uganda endeavoured to live within the horizons of the

supply chain model of talent management by practicing mentoring and coaching, the medium sized enterprises in Uganda were also living within the framework of the talent value management model. The model stresses that it is the obligation of the enterprises to nurture the perquisite skills and working experiences in order to attain and sustain enterprise opportunities and competitiveness (Joerres & Turcq, 2007). Based on the ratings therefore, coaching, mentoring and on the job training were the fundamental methodologies used to develop cohorts of talented people in the medium sized enterprises in Uganda. These approaches were probably adopted because there are grounded in the science of neurology that human brain is joined with links and mirror neurons that enable a person to imitate real life experiences from the role models (Pruis, 2011). Secondly, these approaches were also applied because the costs involved were minimal and the training was continuous, without interrupting the internal business processes. The items Q190, Q164 and Q193 were related to how medium sized enterprises in Uganda built human capacity in order to sustain competitiveness. In summary, the high average rating (427) 74.88% implied that the medium sized enterprises operated on the premise of Ulrich's equation that: talent + training = practice (Areiqat et al., 2010; Beechler & Woodward, 2009).

The second Cluster, Class B, as detailed in table 31 above, consisted of Q87, Q181 and Q160 as items. Basically, these items were related to multi skilling; the understanding that talent was the basis of success; and managers perception of talented people to enterprise survival, growth, development and competitiveness. The average rating was (395) 69.21% medium sized enterprises. The talent management approach of multiskilling practiced by the medium sized enterprises was in line with the concept of portfolio. The concept emphasizes the need to have in place a cohort of talented people who are multi skilled, with general and board competencies without necessarily having a narrow specialization for specific positions. This enables swift deployment and it has downstream positive impact on enterprise survival, growth, development and competitiveness (Cappelli, 2009). The item that talent was the basis of enterprise success implied, by proxy, that the medium sized enterprises in Uganda endeavoured to answer the question – How much will strategic success of an enterprise increase by improving the quality of a particular cluster of talent pool? Consistently, the medium sized enterprises did manage talented people by taking into account the concept of segmentation (Boudreau & Ramstad, 2005). (395) 69.21% medium sized enterprises rated that managers had a clear perception of the relevance of talented people to enterprise success. This slightly above average rating informed the study that there was recognition in a significant number of

medium sized enterprises in Uganda who appreciated the relevance of talented people in propelling them forward. Therefore, the managers did stress that there was a positive relationship between talent management and the overall performance of the medium sized enterprises in Uganda. These slightly above statistical average rating in one way or the other supported the case of Portman Ritz, Carlton Hotel in Shanghai, China. The case study established that when talent management is well managed and implemented, it formed the pivot of enterprise transformation and success (Yeung, 2006). Furthermore, these ratings implied that the agenda of multiskilling was integrated in the medium sized enterprises and this has a direct relationship with developing a cohort of talents. The high involvement of line managers in developing the cohort of talents implied that the medium sized enterprises were operating in line with management literature, the TLC approaches to talent development. TLC emphasises that line managers need to have an in-depth and clear understanding of the strength and weaknesses of the human resources engaged in the enterprises and this assists them to evolve development plans to address the identified weaknesses (Newbold, 2010). Therefore, the high involvement of line managers indicated that there was commitment towards developing cohorts of talents in the medium sized enterprises in Uganda and this commitment translated into the said average involvement of the medium sized enterprises in Uganda.

The third cluster, Class C, as indicated in table 31 herein above, consisted of Q90, Q163, Q186, Q192 and Q88 as items. The average rating was (356) 62.38% medium sized enterprises. In the process of developing cohorts of people capable to perform various tasks in the medium sized enterprises, job rotation was practiced in the medium sized enterprises in Uganda. The integration of job rotation in the work systems of the mediums sized enterprises was consisted with management literature. People with potential were assigned to various sections and departments to enable them to master the specifics of work systems and to develop linkages of internal business processes (Fulmer et al., 2009). The researcher held the opinion that there existed a relationship between job rotation for multiskilling (Q90) and talented people learn skills faster than others (Q163). The two items are based on the recognition that talent + training = Practice, and skills are acquired through practice (Areiqat et al., 2010). No wonder, the two items were in the same cluster/class because of the said relationship. In Class C, human resources management practice was based on the understanding that it was cheaper to nurture the required talent than to hire from outside. This philosophical business approach is consistent with management literature, the principle of “making and buying” to manage the demand side risk (Cappelli, 2009). The average rating in respect to managers dedication to

employee training in order to develop talents was (356) 62.38% medium sized enterprises. This rating supported the assertion that for talent development to be successful in enterprises, managers and supervisors had to play a leading role in influencing careers of employees (Blass & April, 2008). It is also emphasized that the starting point in talent development programs or initiatives is organizational will in enterprises (Haskins & Shaffer, 2010). Therefore, it is not an overestimation to state that where managers are involved in employee training and talent development initiatives, the organizational will is inherently in existence as in the rated medium sized enterprises.

The last cluster, as reflected in table 31 above, Cluster D, consisted of one item, Q158, employee classification practiced in the medium sized enterprises. The average rating was (315) 55.27% medium sized enterprises. Management literature suggests that in order to practice employee classification, there is need to have a comprehensive talent assessment, using a competency framework and classification of positions on the basis of critical prominence to competitiveness. Enterprises have to ascertain those talents which are critical now and see to it that they do not leave (Sharma & Bhatnagar, 2009). The employee classification also enables the enterprises to name the talent pool which is likely to be the most productive, in terms of return on investment, target for development and retention in order to attain business success (Boudreau & Ramstad, 2005). Furthermore, the HCPM stresses the relevance of employee classification on the basis of positions. The model reveals that there are core, requisite and non-core positions. It avails that there is need to ascertain the core positions [locomotives] of enterprises and thereafter develop competencies with the view to propel enterprise survival, growth, development and competitiveness (Ruse & Jansen, 2008). Based on these average ratings, it was not an under estimation to state that employee classification was a challenge to medium sized enterprises in Uganda. The medium sized enterprises were not fully integrated or aligned with the said management literature on employee classification. The practice of employee classification was averagely grounded in these enterprises. This challenge probably had negative multiplier effects on talent development in the medium sized enterprises and consequently, on survival, growth development and competitiveness.

The researcher viewed the ratings in relation to employee classification as an emerging theme of the study. As a result, qualitative data was sort in order to have a thorough explanation/understanding of the phenomenon of employee classification in the medium

sized enterprises in Uganda. In this regard, the investigator framed a question: *The practice of classifying employees on the basis of performance, value addition, and contribution towards growth of the enterprise is not widely applied in the medium sized enterprises in Uganda. Based on your professional expertise, why is this the phenomenon?*

5.20. Research Question (RQ) 6:

How are talented people utilized in medium sized enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness?

In order to statistically analyse research question six, the researcher framed the following hypotheses as a guide:

H0: Enterprise characteristics (main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence how talented people are utilized in medium sized enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness.

The alternative hypothesis is

H1: Enterprise characteristics (main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do influence how talented people are utilized in medium sized enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness.

The second set hypotheses in relation to research question two is that:

H0: Managerial characteristics (level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence how talented people are utilized in medium sized

enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness.

The alternative hypothesis is

H1: Managerial characteristics (level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do influence how talented people are utilized in medium sized enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness.

5.20.1. Net Impact of Talent utilisation with other Independent Factors

According to linear regression results, table 32 (Appendix A), the model fit is good since the probability value (0.000) is less than 0.05. The conclusion is made at a 95 per cent level of confidence. Using the adjusted model, main business, number of employees, location, leadership style, talent identification, higher position talent development, cohort of talent and reward management are significantly related to talent utilisation ($p < 0.005$). This implied that these constructs were influencing talent utilisation in the medium sized enterprises in Uganda.

With respect to main business, the coefficient is 0.18 for the medium sized enterprises that reported being in education. This means that medium sized enterprises that reported being engaged in education have higher odds of being in talent utilization categories than those which reported being engaged in manufacturing.

Rhodes and Brundrett (2006) advanced that the supply of senior and middle level leadership cadre in schools [education sector] is not forthcoming as expected. In specific terms, countries like Canada, New Zealand and USA had registered alarming shortage figures and this challenge is turning into a global phenomenon. At the same time, it is asserted that the strategic orientation of talent development program in the education sectors is a new phenomenon, taking root. Hence, schools and institutions in the education sectors of economies are beginning to appreciate the importance of talent management to enterprise survival, growth, development and competitiveness. Consistent with the said management literature, the researcher holds the

view that Uganda is not an exception. The said utilisation is a response to the recognised shortages of teachers, lectures, middle level managers and principals in the education sector. In order to keep the schools and other institutions of higher learning afloat in terms of day to day operations, the talents therein are higher utilised in comparison to those in the manufacturing sector of Uganda. The grand finding of the study is that is that main business, a factor of enterprise characteristics, influences the dynamics and direction of talent utilisation in the medium sized enterprises in Uganda.

For the number of employees, the coefficient is 0.00 ($p < 0.05$) for medium sized enterprises. This means that, medium sized enterprises having big numbers of employees have higher odds of being in higher segments for talent utilisation categories than those with small numbers of employees.

The results indicate that the number of employees is significantly and positively related to a talent utilisation in the medium sized enterprises in Uganda. As previously stated, it is the number of employees that determines the classification of medium size enterprises in Uganda (Kasekende & Opondo, 2003). Based on the adopted definition of talent management in this study, it could be argued that the number of employees forms the basis of manning the internal business processes in the medium sized enterprises and therefore, as the number of employees increases to an appropriate figure, talent utilization increases. This argument is consistent with management literature. Zamcu (2014) documented that the bigger the number of employees, the higher the propensity to engage in talent management initiatives. The adopted definition of talent management for this study emphasises the systematic attraction, identification, development, engagement, retention and utilisation of people who are considered to be of value to the enterprise. The whole agenda is for the talents to contribute to enterprise success. Based on this narration, it is logical to argue that as the enterprises engages more employees, the number of talents increases, and this influences the involvement in talent management of which utilisation is a major component. As a result, it could be argued that having a big number of employees enables the medium sized enterprises to structure and manage its internal business processes economically, leading to higher talent utilisation. In essence, the study finding is that the number of employees, an enterprise characteristic, is significantly related to talent utilisation in the medium sized enterprises in Uganda.

For business location, the coefficient is -0.07 for medium sized enterprises in peri-urban

areas. This is less than that of those in urban areas. This means that enterprises in peri-urban areas are associated with lower odds of being in higher talent utilisation categories compared to those in urban areas.

This linear regression analysis revealed that medium sized enterprises located in the peri-urban areas in Uganda were in lower probabilities of being in higher talent utilisation segments. By and large, talented people tend to have a preference to stay in urban areas which are developed in terms of social amenities, shopping centres, hospitals and schools (Florida, 2010; Lucas, 1988; Black & Henderson, 1999; Eaton & Eckatsin, 1997). Related to this illustration, peri-urban areas are not developed areas like the urban areas, thus the name. Basing on the preference of talents in terms of locations, the peri-urban areas are at a disadvantage in that their propensity to continuously engage talented people was relatively lower compared to those enterprises located in the urban areas. This situation probably implies that medium sized enterprises located in the peri-urban areas are faced with high turnover indices of the talented employees and this in one way or the other informs the utilisation horizon. Therefore, it is logical to argue that these medium sized enterprises located in the peri urban areas were likely to have talent shortages resulting from the preference of talented people in terms of locations and this affected talent utilisation in a negative direction, thus the results. This dynamic situation could have influenced the lower utilisation of talented people. The grand study finding is that location of enterprise, a factor of the enterprise characteristics influences, the dynamics and direction of talent utilisation in the medium sized enterprises in Uganda.

For leadership style, the coefficient is -0.08 for medium sized enterprises having autocratic leadership styles. This means that enterprise with autocratic leadership styles have lower odds of being in higher talent utilisation categories than those having the participatory leadership style.

This linear regression results unveiled that medium sized enterprises having autocratic leadership style were in the lower segments of talent utilisation in comparison to those experiencing participatory leadership style. This implied that autocratic leadership style did affect talent utilisation in the medium sized enterprises. This finding is consistent with management literature. The built to change theory emphasises that leadership is a critical factor in enterprises because it forms the bases on which change is adopted and implemented with the view to sustain growth, development and competitiveness. In specific terms, enterprises have a duty to share leadership roles. This is because sharing leadership is a significant replacement

to hierarchy by scattering knowledge and power to the people in the enterprise. This has a positive bearing on talent utilisation (Lawler III and Worley, 2012). Based on this analysis, it is logical to advance that autocratic leadership does act contrary to sharing leadership roles and in the final analysis, talent utilisation is negatively affected, thus the results. Consistently, the talent value management model stresses that some talent people are motivated by pay and others by leadership style while some are motivated by innovations (Joerres & Turcq, 2007). Consistently, the researcher was forced to advance that there is a very high probability that the autocratic leadership style did not motivate the talented people in the medium sized enterprises, resulting in the results, and lower utilisation of talented people in the medium sized enterprises. Furthermore, management literature holds that enterprises whose managers are not engaged in succession planning and leadership development are certain to experience managerial challenges, resulting in higher turnover [utilisation] of talent people and do also experience wrong business decision making which in turn affects performance and competitiveness (Onyango, 2015; Cohn et al., 2005). The talent development framework tabled two fundamental questions – Does the current leadership energise the talented employees? Does the current leadership strengthen talent employees in the enterprises? It is held that answers to such management questions do inform the direction of talent utilisation and in turn, the overall enterprise performance and competitiveness. The answers to the questions are embedded in organisational will (Haskins & Shaffer, 2010). Therefore, based the results, it is logical to argue that organisational will was basically wanting in these medium sized enterprises, resulting into the said question being unanswered and the consequence was lower segments of talent utilisation in the medium sized enterprises. The grand study finding is that leadership style, a factor of managerial characteristics influences the dynamics and directs talent utilisation in the medium sized enterprises in Uganda.

Regarding talent identification, the coefficient is 0.19 for medium sized enterprises. This means that medium sized enterprises with higher odds for talent identification are also having higher probabilities for talent utilisation categories.

Based on the regression analysis depicted in table 32 (Appendix A), medium sized enterprises that reported being in the higher segments of talent identification initiatives are also having higher odds for talent utilisation categories. In short, medium sized enterprises higher in talent identification are also higher in talent utilisation. First and foremost, these results are consistent with the adopted definition of talent management for the study. The definition stresses that for talent management to be grounded in enterprises, there is need to have in place

systematic identification of talents, development, engagement, retention and utilisation (Yarnall, 2011). Basing on this definition, it is logical to assert that those medium sized enterprises with higher odds of talent identification are also in the higher segments of talent utilisation because the management teams therein endeavoured to live within the ambit of the adopted definition of talent management of the study. The medium sized enterprises developed management linkages between talent identification, development, engagement retention which in the final analysis positively impacted on talent utilisation. Given that it is talent utilisation which informs enterprise performance and competitiveness, the researcher held a strong view that these medium sized enterprises under consideration were competitive in the volatile market. Furthermore, this positive relationship between talent identification and utilisation is also in line with management literature, the talent value management model (Joerres & Turcq, 2007). The model stresses that enterprises have to ensure that the right talents are engaged, and secondly to safeguard that, the talented people identified and engaged need to result into cost reductions/savings in the internal business processes as was the case with the introduction of the supply chain management system. Consistently, the talented people were identified, engaged, developed and thereafter utilized for the good of the medium sized enterprises under consideration. From a business perspective, the higher the talent utilisation, the better it is for the medium sized enterprises in Uganda. The striking finding is that talent identification, a factor outside the horizon of the enterprise and managerial characteristics, influences the direction of talent utilisation in the medium sized enterprises.

Regarding higher position talent development, the coefficient is 0.22 for medium sized enterprises. This means that medium sized enterprises that reported having higher odds for higher position talent development are also in the higher talent utilisation categories.

This linear regression results reveals that those medium sized enterprises with higher odds for higher position talent development initiatives are also in the higher segments of talent utilisation categories. These results are consistent with TDPA. The main agenda of top business leaders is to ensure that the enterprise is staffed with competent people and there is a constant supply of talents in order to attain strategic objectives (Gandz, 2006). This business objective is driven by the philosophy that talented employees add value to enterprise performance and by so doing, the enterprise is in position to sustain survival, growth, development and competitiveness (Piansoongnern & Anurit, 2010; Cappelli, 2008). Thus, the affirmation medium sized enterprises were in higher propensity to reaching greater performance levels because they invested resources in higher position talent development

initiatives and thereafter, realised values through talent utilisation and delivery of enterprise objectives (Evans, 2011). So, it is logical to affirm that these medium sized enterprises were engaged in higher position talent development initiatives through investment of resources in order to have the right calibre of people who impact on high talent utilization (Blass & April, 2008). The reliance of higher positions talent development in enterprises was further emphasised by the argument that there exist positions in the internal business processes where a twenty per cent improvement in their competencies will have a far reaching and sustainable bearing on the overall performance [utilisation] survival, growth, development and competitiveness (Boudreau & Ramstad, 2005). Basing on foresaid management literature, higher position talent development initiatives led to higher performance in the medium sized enterprises. From another perceptive, Pruis (2011) advanced that enterprises have to provide answers to issues pertaining to return on investment in talent development agenda. Therefore, it could be argued that the higher talent utilisation associated with higher position talent development categories was driven by the desire to recoup returns on investment in talent development initiatives undertaken by the medium sized enterprises. Top management ensured that the developed talents were fully utilized so that the resources utilized in their talent development processes were recouped and the enterprise sustained in the competitive business environment. The study finding is that higher position talent development, a factor outside the horizon of enterprise and managerial characteristics, influences the dynamics and direction of talent utilisation in the medium sized enterprises.

Regarding cohort of talent development, the coefficient is 0.28 for medium sized enterprises. This means that medium sized enterprises that reported having higher odds for cohort of talent development are also in the higher talent utilisation categories.

These linear regression results reveal that medium sized enterprises in higher involvement in cohort of talent development initiatives are also in higher segment of talent utilisation categories. The results unfolded that cohort of talent development is linked to talent utilisation and in the final analysis, to enterprise performance and competitiveness. Cappelli (2009) stressed that enterprises need to embrace the concept of portfolio in their talent management agenda with the view to perform better. In this approach, talented people are trained in order to have broad and general competencies which enable them to be deployed in a wider spectrum of jobs in the enterprises when need arises. The concept of portfolio is designed to reduce uncertainties in the human resources management horizon. It enables the enterprise(s) to have in place a continuously supply of skills for quicker deployment when need arises. It is meant

for the enterprises to have a steady flow of performance and competitiveness. Based on this illustration, it is logical to argue that the medium sized enterprises with higher odds for cohort of talent development initiative are in the higher talent utilisation categories because of their adherence to the concept of portfolio. These enterprises had a steady supply of talents, resulting in sustainable production processes/service delivery which in turn informed talent utilisation. The grand study finding is that cohort of talent development, a factor outside the enterprise and managerial characteristics, influences the dynamics and direction of talent utilisation in the medium sized enterprises in Uganda.

Regarding reward management, the coefficient is 0.16 for medium sized enterprises. This means that medium sized enterprises that reported “not sure, agree and strongly agree” are having higher odds of being in talent utilisation categories.

Related to linear regression analysis as depicted in table 32 (Appendix A) herein, the research results indicate that medium sized enterprises which reported having higher odds for talent reward management are also in the higher segments of talent utilisation categories. These results seem to have emanated from enterprise competitiveness as a result of globalisation. In the competitive business environment, enterprises have come to a conclusion that competitiveness/success/high performance is best achieved and sustained when talented employees are rewarded, motivated, retained and utilized (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). The results unfolded that reward management is a critical factor in enterprise competitiveness equation and a reality in the business world. From other perspective of talent management, enterprises are experiencing profound challenges related to retaining skilled and talented people in order to enhance utilization and performance. In an attempt to alleviate this challenge, enterprises emphasise remuneration [reward management] as a strategy of attracting, retaining and utilizing talented people (Walker, 2010; Wyatt, 2008). So, when the medium sized enterprises are in position to manage their reward management systems well, their ability to attract and retain talented people for internal business processes intensifies, and this positively informs higher utilisation. Consistently, these medium sized enterprises are likely to consider reward management as the fountain of competitiveness rather than being a business cost to be controlled and minimised with time (Adigüzel et al., 2010). As a result, the medium sized enterprises registered higher utilisation, and this was probably recognised through minimisation of losses in terms of business opportunities, cost overruns, reduction in reject costs, high quality output, and continuous positive impact on productivity, increasing

customer satisfaction, improving sales and enterprises competitiveness. The managers therein were not risk averse (Chuo et al., 2011; Sanders 2001; Angel & McCabe, 2008; Perez & Fontela, 2006). In essence, the study finding is that reward management, a factor outside enterprise and managerial characteristics horizon, influences the dynamics and direction of talent utilization in the medium sized enterprises in Uganda.

5.20.2. Summary of Linear Regression Analysis – Talent Utilisation

In relation to research question six of the study, the null hypothesis (H0) (i.e., Enterprise characteristics (main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence how talented people are utilized in medium sized enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness) was not rejected to the extent that the years of existence, technological advancement, ownership structure, and active website did not influence talent utilisation in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that, main business ($p=.029$), number of employees ($p=.000$) and location ($p=.003$) influenced the direction and dynamics of talent utilisation in the medium sized enterprises in Uganda. In reference to the second null hypothesis (H0) (i.e., Managerial characteristics (level of competition, performance rating of the enterprise, leadership style, Owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence how talented people are utilized in medium sized enterprises in relation to their potential with the view to advancing and sustaining enterprise survival, growth and competitiveness), the hypothesis was also not rejected to the extent level of competition, performance rating, Owners participation, academic attainment of the general manager and academic attainment of the assistant general manager did not influence the dynamics and direction of talent utilisation in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that leadership style ($p=.025$) did influence the dynamics and direction of talent utilisation in the medium sized enterprises in Uganda. Finally, besides the hypotheses, the study established that talent identification ($p=.000$) higher positions talent development ($p=.000$), cohort of talent ($p=.000$) and reward management ($p=.000$) do have a positive correlation talent utilisation in the medium sized enterprises in Uganda.

Natural Breaks – Responses to Talent Utilisation

Responses pertaining to research question six and those transferred on the basis best fit logic were plotted on the graph (Appendix K). Natural breaks were used in order to cluster the responses/data for analysis. Subsequently, the table below was generated to ease data analysis and discussions.

Table 33: Talent Utilisation

Questions	AGREE (%)	N
Q93 Top level decision making practiced	88.07	502
CLASS A “AVERAGE”	88.07	502
Q94 Employees are deployed in departments/ sections for talent utilization	77.54	442
Q97 Employee contribution to attainment of business Strategy monitored	76.67	437
<i>Q162 Competence forms a basis of retention in the Enterprise</i>	73.34	418
<i>Q161 Talent forms a basis of retention in the enterprise</i>	73.33	418
<i>Q159 Human Resource Available to facilitate People management</i>	72.28	412
<i>Q166 Business success is best sustained with retention of talented people</i>	70.52	402
Q100 Value-creator Employees fully utilized	70.35	401
Q101 Value-creator Employees acknowledged	70.00	399
CLASS B “AVERAGE”	73.00	416
Q102 Talented Employees fully utilized	67.72	386
<i>Q170 The extent Enterprises values Human Resources</i>	66.58	380
<i>Q182 Low performers are generally not retained</i>	64.21	366
Q104 Assessment of high performers to establish professional inclinations for better utilization practiced	59.30	338
Q91 Management mind-set is that Employees are utilized when their talents are valued	58.77	335
Q98 Talented Employees monitor market trends to sustain enterprise competitiveness	55.79	318
Q103 Clear progression path on employee’s potential utilization in place	53.86	307
CLASS C “AVERAGE”	60.89	347
<i>Q157 Talented Employees tend to demand high Technologies</i>	53.51	305
<i>Q169 The Enterprise maintains good relationships with those employees who left</i>	52.63	300
Q96 Decision making fairly spread in the Enterprise	52.11	297
<i>Q177 Assessment of Turnover of skilled people</i>	51.93	296
Q99 Employees encouraged to develop alternative business strategies	49.47	282
Q92 Management believes that employees are fully utilised when their aspirations are acknowledged	49.30	281
Q95 Talent Employees participate in Business Planning	46.84	267
CLASS D “AVERAGE”	50.83	290

Source: Author

The first cluster, Class A, as detailed in table 33 above consisted of one item Q93, top level decision making practiced. The average rating was (502) 88.07% medium sized enterprises. This high average rating unfolded that business decision making processes in the medium sized

enterprises was a privilege of top management, centralised at top management level. However, these statistical results in terms of business management approaches are inconsistent with management literature related to enterprises operating in a volatile and globalized business environment. Globalization resulted into far reaching changes in the business environment. It created stiff competition which calls for new approaches in enterprise management. Enterprises, whether small, medium or large started to witness high degree of improbability in the market and management models and approaches which generated success in the past became immaterial (Cappelli, 2009). As stated, the vast majority of the medium sized enterprises were glued to old models/approaches where centralised decision making was the fashion and this had a negative effect on talent utilization and competitiveness. From another perceptive, the high average rating implied that the vast majority of the medium sized enterprises operated contrary to management literature, the concept of decision science. Apparently, appropriate and critical information for business decision making was not shared or availed to business leaders in various departments or sections in the medium sized enterprises and this affect talent utilisation and enterprise competitiveness (Boudreau & Ramstad, 2005). Related to decision making, the built to change theory emphasizes that enterprises are duty bound to continuously monitor market trends and design strategies for short and long-term competitive advantage. Talented employees have a duty to rethink and evolve potential alternative business strategies in order to sustain enterprise survival, growth, development and competitiveness. This could best be attained by sharing business information and decision making (Lawler III and Worley, 2012). Consistently, based on these high average ratings (502) 88.07%, the talented employees in the medium sized enterprises were not fully integrated in decision making processes and therefore, they did not participate or full participate in evolving business strategies for competitiveness.

Finally, the centralised decision-making practices in the medium sized enterprises implied that talents people were rarely accorded opportunities to fully utilise their potential in the field of decision making and business leadership development. As a result, this approach affected the overall good of the medium sized enterprises and talent development with respect to business leadership and decision making. Consistently, the talented people were not productively utilized by the medium sized enterprises (Buckingham & Vosburgh, 2001). The researcher considered these high average ratings, (502) 88.07% medium sized enterprises, in relation to business decision making as an emerging theme of the investigation and subjected it to qualitative data collection and analysis. In this vein, the researcher formulated a research

question - *Business decision making in the medium sized enterprises is a prerogative of top management. The involvement of talent employees in designing business strategies is generally lacking. Why is this the case?*

The second cluster in relation to talent utilisation, Class B, as detailed in table 33 above, consisted of Q94, Q97, Q162, Q161, Q159, Q166, Q100 and Q101 as items. The average rating was (416) 73.00% medium sized enterprises. By and large, these items were related to talent utilisation framework. This high average rating with respect to deployment/utilisation of talent people in the medium sized enterprises was in line with management literature. The placement of talented people to where their utilisation was high is consistent with optimizing talents under the talent value management model. The model stresses that talented people are utilized for two main purposes, namely, to assure that the right talent, skills and experiences are employed and utilized in enterprise operations and secondly, to generate the highest cost saving, similar to the benefits accruing to the manufacturing sector as a result of employing the supply chain management system (Joerries & Turcq, 2007). Consistently, the high deployment and utilisation of talented people in the medium sized enterprises is meant to sustain efficiency, and continuity of business operations at a reducing cost. There is a high likelihood that this business agenda has a positive bearing on enterprise survival, growth, development and competitiveness. From another perspective, the high involvement in talent utilisation by the medium sized enterprises was also informed by the way the economy operated. The economy of Uganda was liberalised and the GoU reduced its participation in the delivery of goods and services to the population. This economic transformation ignited the increasing participation of the private sector in the production of goods and delivery of services, leading into competition for inputs, talents and markets (Khabusi, 1997). Thus, the medium sized enterprises were driven by the desire to stay afloat and this informed the high utilisation of talent people therein. Secondly, it could also be argued that the involvement of medium sized enterprises in high utilisation of talents was cognizant of the increasing appreciation that talented people were the basis of business success and talented people add value to business operations (Beechler & Woodward, 2009; Joerres & Turcq, 2007).

As stated earlier, the medium sized enterprises in Uganda were highly inclined to finances in business operations. Consistently, it could also be argued that this high utilisation of talented people was informed by the need to generate higher return on investment; that is, talented people in these medium sized enterprises were highly utilized in order to generate

financial resources for the promoters. Furthermore, given the high unemployment figures in Uganda then, which had started to threaten the socio- economic stability of the country, (Uganda Budget, 2011), it was also deemed to have been a contributor to the said high utilisation of talents in the medium sized enterprises. The researcher considered the high average rating 416 (73.00%) medium sized enterprises involvement in high utilisation of talented employees as an emerging theme of the study. In order to obtain the fundamental underlying issues to the phenomenon, the researcher *framed a qualitative based research question – Quantitative data has indicated that the vast majority of the medium sized enterprises are involved in high utilisation of talents. What are the underlying factors to this phenomenon?*

The high average rating, (416) 73.00% medium sized enterprises involvement in monitoring employees' contribution is inconsistent with the talent value management model. The model stresses that a substantial number of enterprises are not in position to monitor and ascertain employee contribution to its success in terms of their variance and strategic value. Furthermore, the strategic value of talented people is not well handled in terms of resource mix. It affirms that the failure of enterprises to ascertain the strategic value of talented people is attributed to the way they are structured (Joerres & Turcq, 2007). Although organizational structures were outside the mandate of this study, it was of interest on the part of the researcher to recognise that the vast majority of the medium sized enterprises did monitor talented employees' contribution to strategic success. Consistently, the researcher viewed the phenomenon of monitoring talented employees as an emerging theme of the study. With all fairness, qualitative investigation was deemed essential in order to obtain in-depth information about the occurrence. At the same time, it is important to appreciate that the talent value management model emphasizes a dimension that even in the event where enterprises are rated to value/ consider employee contribution towards business success, there are high tendencies that such valuations accorded to the concerned employees' stops at discussions about individual performance. No significant business undertaking or action is accorded to employee's qualities that are responsible for the delivery of the enterprise performance (Joerres & Turcq, 2007). Therefore, it is logical to ascertain where the medium sized enterprises in Uganda stood in as far as the said dimensions of the talent value management model is concerned. Consistently, the researcher considered the phenomenon of monitoring employee contribution as an emerging theme of the study. Consistently, a qualitative based research question was framed for data collection and analysis: *Medium sized enterprises do monitor the*

contribution of talented employees to business success. Based on your understanding, to what degree is the monitoring translated to benefit the talented people also?

The high average rating, (416) 73.00% medium sized enterprises also indicated that competences and talents formed the basis of retention. These results are consistent with management literature, the managing arm of the built-to-change theory. The managing arm stresses that the governing principle of the relationship between the enterprise and the employee is designed on the premise that as long as the employee possesses the vital knowledge, competences, skills and talent, then he or she will be engaged and retained in the enterprise (Joerres & Turcq, 2007). This high average percentage of medium sized enterprises that had recognized the assertion that business success is best sustained when talented employees are retained is a revelation of the stiff competition for resources and markets as a result of globalization. These medium sized enterprises had recognized the paradigm shift in the management of enterprises with respect to talented people. They were aware that business success was best sustained when talented people were retained. Therefore, enterprise success is talent driven (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). These results further unfolded that the medium sized enterprises in Uganda were on the right footing in the field of talent management initiatives.

On the average, (416) 73.00% medium sized enterprises rated that human resources policies were available to facility human resources management. This is consistent with the HCPM. Besides using human resources policies to facilitate day to day people management, the HCPM emphasized that enterprises have to conduct forecasts for human resources by taking into account a number of variables, human resources policies and procedures inclusive (Ruse & Jansen, 2008). Consistently, this implied that the rated medium sized enterprises with human resources policies were in position to carry out talent requirement forecasts. Basing on the ratings in relation to human resources policies, the researcher held the opinion that the medium sized enterprises were making significant strides in the field of people management and talent management in particular. The average rating, (416) 73.00% medium sized enterprises also encompassed an item that the value creator employees were fully utilized and acknowledged. This management practice is consistent with management literature, the creator segment of the talent value management model (Joerres & Turcq, 2007). Therefore, it is not an overestimation to state that the medium sized enterprises in Uganda strived to align themselves to the creator segment of the model. Secondly, the rated acknowledgement of those employees who create

value in the medium sized enterprises is in line with the assertion that in a competitive business environment, enterprises had come to the understanding that there was an increasing demand for value creators and therefore, to acknowledge them is now a management prerequisite (Traique et al., 2010; Sharma et al., 2009; Areiqat, Abdelhadi & Al-Tarawneh, 2010). It could also be stressed that the rating with respect to utilisation of value creators in the medium sized enterprises was consistent with the overall utilisation of talented employees in the medium sized enterprises as analysed herein above. Thus, the results reflected consistency in the investigation.

The third cluster of table 33, Class C, in relation to talent utilisation consisted of Q102, Q170, Q182, Q104, Q91, Q98 and Q103 as items. These items are mainly inclined to management mind-set in regard to human resources, talent retention and utilisation. The average rating was (347) 60.89% medium sized enterprises. This average rating in reverence to utilisation of talented employees implied that the medium sized enterprises in Uganda appreciated globalization. This argument is based on the assertion that enterprises, irrespective of their sizes, do compete for markets and the need to have employees endowed with talent, potential, and skills and self-drive is veracity (Sweem, 2009; Pfeffer, 1994). Therefore, it is logical to affirm that globalization was pushing the medium sized enterprises to operate in the manner where talented people were fully utilized. However, TDF posed a question in relation to talent utilisation - Are employees fully aware of the economic values being created in the enterprise? (Haskins & Shaffer, 2010). The answer to this fundamental question is found in the reward management data analysis section hereunder. On the basis of the average rating, (347) 60.89% medium sized enterprises appraised indicated that lower performers were not retained. These rating are consistent with management literature, the supply chain model of talent management. The model stresses that when an enterprise comprehensibly exhibits a mismatch of employees and skills, then the business will generate into insufficiencies in terms of performance. Enterprises have to mitigate this challenge or risk (Cappelli, 2009). Consistently, these medium sized enterprises had kept an eye on the performance of employees and the lower performers were not retained. The proposition not to retain low performers was also in line with the assertion that those enterprises which cannot retain talented people are manned by unskilled employees and this has downstream effects which inhibits performance and competitiveness (Hausknecht, Rodda & Howard, 2009; Rappaport, Bancroft & Okum, 2003). In theory, it could be argued that the assessment of high performers in the medium sized enterprises to ascertain their strength and professional inclination was viewed as a baseline

strategy. Probably, it was geared at providing management data to assist in developing appropriate training interventions with the view to accelerate talent development (Fulmer, Stumpf & Bleak, 2009). However, it is not known that besides the assessments, further action in terms of development was taken by the medium sized enterprises in Uganda.

The average rating, (347) 60.89% medium sized enterprises indicated that management mind-set was that employees are better utilized when their talents are valued. Thus, the medium sized enterprises valued talented people who contributed to business strategy and success. This valuation of talented employees in relation to utilisation was consistent with aspects of the talent value management model and BTM (Smallwood & Ulrich, 2007; Joerres & Turcq, 2007). This valuation of talented people is imbedded in the fact that these people are a pivot of value creation and enterprise survival (Walter, 2010; Wyatt, 2008). The built to change theory stresses that enterprises are duty bound to continuously monitor market trends and related environmental issues. This process helps the enterprises to assess and redefine strategies related to short and long-term competitive advantage (Lawler III and Worley, 2012). Therefore, the rating (347) 60.89% medium sized enterprises did imply that efforts were made by some enterprises to adhere and operate in consonance with the new reality as illustrated by the built-to-change theory (Lawler III and Worley, 2012).

The last cluster in table 33, consisted of seven items, namely; Q157, Q169, Q96, Q177, Q99, Q92, and Q95. Fundamentally, these items curved to how talented employees were utilized in managerial structures of enterprise operations. The ratings also curved to how management responded to the demands of talents people in order to achieve and sustain business success in a competitive environment. Furthermore, these items also took into account the aspect of talented employees demanding high technologies. The average rating was (290) 50.82% medium sized enterprises. The case study of Pharma Company in India revealed that talented employees have the tendency to demand high technologies irrespective of the size of the enterprises. The study also unfolded that there is a positive relationship between technological advancement and talent retention (Sharma & Bhatnagar, 2009). Based on the ratings and the said management literature, it could be argued that in the other [unrated] medium sized enterprises, appropriate high technologies may have been applied and therefore, there was no need to demand for it or the talented employees demanded high technologies and no positive response was forthcoming. The number of medium sized enterprises maintaining a good working relationship with those employees who had left was rated at 50.82%. This average

rating indicated that in the other half (50%) of medium sized enterprises were being managed inconsistent of management literature, the concept of BTD. The concept maintains that enterprises need to shift and nurture good working relationship with those talented employees who left. This is based on the premise that the relationship does help enterprises in time of need (Smallwood & Ulrich, 2007). Therefore, those medium sized enterprises which did not cultivate a good working relationship with the talented people who left were bound to experience downstream challenges when need arose and this was likely to affect their survival, growth, development and competitiveness. The average ratings also revealed that decision making was fairly spreads in fifty per cent medium sized enterprises. This implied that in the other half of the medium sized enterprises, decision making was centralized, in the hands of top management or the promoters. These ratings were consistent with previous analysis above. However, management scholars have advanced that when decision making processes are not widely shared in enterprises, this action creates gaps in the flow of business information and in the final analysis it negatively affects talent management processes and the whole spectrum of human resources management. The gaps in information flow and decision-making affects enterprise survival, growth, development and competitiveness (Boudreau & Ramstad, 2005). The information arm of the built to change theory advances that business information need to be transparently and continuously shared amongst the talented employees in enterprises. More importantly, the enterprises must make concerted efforts to see to it that decision making shifts to where decisions have to be made and implemented (Lawler III and Worley, 2012). Consistently, the ratings, 50.82% did reflect that a significant number of medium sized enterprises were inconsistent with the said management literature and this may have had far reaching consequences in terms of business operations, survival, growth, development and competitiveness. The involvement of medium sized enterprises in assessment of turnover, as a management issue, was rated at (290) 50.82%. These ratings revealed that a significant number of medium sized enterprises were not keen in assessing turnover, with the view to develop practical management interventions in order to retain talented people, for business continuity. Management scholars have advanced that enterprises have a duty to guard against talented employees' turnover. This is because it is very expensive to the whole business processes. When talented employees leave the enterprise, they quit with wealth knowledge and experience accumulated over a long period of time. Beside the loss of the vast experience, the enterprise incurs cost of replacing those talents which have left. Usually, the replacement cycle takes a long period, say six months and this has far reaching negative business effects to the enterprises. In short, the enterprise

survival, growth, development and competitiveness are affected (Wan, 2007; Perry, 2001). As a way forward, the medium sized enterprises in Uganda need to be in position to guard against workflow interruptions caused by turnover. There is need on the part of these enterprises to take into consideration the skill endowment when assessing turnover (Mitra et al., 2011; Shaw & Gupta, 2001; Wan, 2007; Perry, 2001). In essence, based on the ratings, it could be argued that almost half of the medium sized enterprises which participated in the study were not keen at assessing turnover and this practice was contrary to the said management literature. Hence, these enterprises which were not keen to turnover tended to follow what was in the market space at the expense of survival, growth, development and competitiveness. The ratings also indicated that (290) 50.82% medium sized enterprises held the philosophy that employees were fully utilised, and their aspirations were acknowledged. However, it could be argued that in order to utilize talented people, enterprises need to align their efforts to their aspiration, for the good of the two parties (McCartney & Garrow, 2007). Based on the average ratings therefore, it could be argued that almost half of the medium sized enterprises were not inclined to the management philosophy of aligning employees' aspirations. Talented employees' involvement in developing alternative business plans and in strategic business planning was also rated average, (290) 50.82% medium sized enterprises. This average rating implied that almost half of the enterprises were not in compliance with the built to change theory. The theory stresses that talent employees have to think about potential business alternatives for the immediate future. By so doing, the enterprise is able to sustain survival, growth, development and competitiveness. Secondly, it is argued that the involvement of talented employees in strategic business planning and value creation activities enables the enterprises to develop leadership and management skills among a broad spectrum of people (Lawler III and Worley, 2012). In essence, the ratings revealed that almost 50% medium sized enterprises did miss out in developing alternative business plans for sustainability in the competitive business environment. These medium sized enterprises also lost the opportunity to develop a spectrum of business leaders for future use. It could also be asserted that talented people in a significant number of medium sized enterprises in Uganda were confined to operational roles, say at the shop floor with little or no input in strategic direction of the entities. This was unfortunate to the medium sized enterprises because a lot, in terms of contribution in strategic direction, was lost and in the final analysis enterprise competitiveness was negatively affected or misaligned. In this regard, the researcher advanced that the majority of the families saw the medium sized enterprises as the source of their employment, irrespective of the level of talent and contribution to growth and

development. This inclination in a way limited the involvement of talented people, outside the family, to ascend to higher responsibilities in managerial aspects.

Given the importance of talent in enterprise performance, the researcher considered the issue of talent turnover as a fundamental emerging theme of the study. In this regard, a qualitative based question was framed as follows: *On the average, medium sized enterprises in Uganda are not keen at monitoring and taking action on employee turnover. Why is this the practice?*

5.21. Research Question (RQ) 7:

To what degree is the reward management for talented employees in medium sized enterprises competitive?

In order to statistically analyse research question seven, the researcher framed the following hypotheses as a guide:

H0: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence the degree to which the reward management for talented employees in the medium sized enterprises is competitive.

The alternative hypothesis is

H1: Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do influence the degree to which the reward management for talented employees in the medium sized enterprises is competitive.

The second set hypotheses in relation to research question two is that:

H0: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence the degree to which the reward management for talented employees in the medium sized enterprises is competitive.

The alternative hypothesis is

H1: Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do influence the degree to which the reward management for talented employees in the medium sized enterprises is competitive.

5.21.1. Net impact of reward management with other independent factors

According to the linear regression results, table 34 (Appendix A), the model fit is of good fit since the probability value (0.000) is less than 0.05. The conclusion is made at 95 per cent level of confidence. Using the adjusted model, main business, technological advancement, ownership structure, active website, owners' participation, academic attainment of the general manager, leadership talent development and talent utilisation are significantly related to reward management ($p < 0.005$). This is to say; the named constructs influenced the direction and of reward management in the medium sized enterprises in Uganda.

For main business type, the coefficient is -0.12 for medium sized enterprises in the food processing sector, which is less than that for those in the manufacturing sector. Also, the coefficient is -0.13 for medium sized enterprises in the hospitality sector. This also is less than that for those in the manufacturing sector. Lastly, the coefficient is -0.15 medium sized enterprises in the health sector, which is also less than that for those in the manufacturing sector. This means that medium sized enterprises in the food processing, hospitality and health sector have lower odds of being in higher reward management categories than those in the manufacturing sector.

The linear regression results reveal that medium sized enterprises in the food processing, hospitality and health sectors of the Uganda's economy are in the lower odds of higher segments of reward management compared to those in the manufacturing sector. This operational situation is best explained by management literature. In a competitive business environment, there is a greater business realisation that success is best attained and sustained when talented employees are highly motivated, retained and remunerated (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). It is also advanced that human capital is the most important source of value creation in enterprises, and it determines success or failure of enterprises in a competitive and volatile environment (Walker, 2010; Wyatt, 2008). Based on this

management literature, it could be argued that medium sized enterprises in the food processing, hospitality and health sector are in lower odds of high reward management categories because the management teams therein are not keener on employee motivation, retention and remunerations. These enterprises are probably not people centred and do operate outside the horizon of the said management literature. This implies that these medium sized enterprises under consideration have not provided sufficient answers to the management question: What must be done to attract, retain and motivate talented people with the view to reinforce and propel enterprise survival, growth, development and competitiveness (Adigüzel et al., 2010)? Consequently, this failure influences the lower odds in the reward management categories. From another perceptive, Adigüzel et al. (2010) stressed that a business strategy is dependent on the knowledge, skills, abilities and interest of the employees engaged in enterprises. It is on the basis of this fundamental ingredient that enterprises do consider reward management as the basis of competitiveness rather than a cost which requires to be minimised by enterprises. Based on this management literature therefore, it could be argued that these medium sized enterprises in food processing, hospitality and health are in the lower segments of reward management because of the high propensity therein to consider reward [remuneration] as a cost to be minimised. In this regard, it could also be argued that little attempt was made to answer this question: How can talented people be engaged and retained in a complex, competitive and dynamic business environment (Zinn, 2009)? From another preceptive, these medium sized enterprises are also inconsistent with skilled based compensation geared at higher employee flexibility (Mitra et al., 2011 cites Shaw & Gupta, 2001). The grand study finding is that main business, a component of enterprise characteristics, influences the dynamics and direction of reward management in the medium sized enterprises in Uganda.

For technological advancement, the coefficient is 0.12 for medium sized enterprises that reported good technological advancement compared to those with bad technologies. This means that medium sized enterprises that reported good technological advancement have higher odds of being in the higher reward management categories than those with bad technologies.

These regression results show that medium sized enterprises in possession of good technologies in their internal business processes are in higher odds of reward management categories than those with bad technologies. This is to say, medium sized enterprises with good technologies have high probabilities/tendencies of paying better than those enterprises in possession of bad

technologies. From a broad perceptive, these results are in line with the adopted definition of talent management in this study (Yarnall, 2011). Based on the adopted definition of talent management, it is easily induced that good technologies are not an independent factor in internal business process, but rather, they continuously assist the talented people to be utilised better; and in turn, the enterprise performance and competitiveness is enhanced. It is the increased output\performance of the medium sized enterprise which informs the higher reward management categories. The case study of the Pharma Company, a pharmaceutical medium sized enterprise in India, is a classic example of how technologies, and other factors, influence the whole process of talent management, which in turn enhances productivity, performance, competitiveness and reward management (Sharma & Bhatnagar, 2009). Based on this case study therefore, it is logical to argue that good technologies do influence the ability of the enterprise to attract, retain and utilise talents, which ultimately informs, with multiplier effects, the overall performance and higher reward management segments. The striking finding of the study is that technological advancement, a component of enterprise characteristics, influences reward management systems in the medium sized enterprises in Uganda.

For main ownership structure, the coefficient is 0.08 for medium sized enterprises in shareholding structures compared to those in family business. This means that medium sized enterprises with the shareholding ownerships have higher odds of being in the higher reward management categories than those in family business.

In specific terms, this regression analysis reveals that those medium sized enterprises under the shareholding ownership structure are in higher probabilities of being in higher reward management categories than those enterprises under family ownership arrangements. In other words, the results imply that medium sized enterprises under the shareholding ownership structure tended more inclined to reward higher [better] their talented employees in comparison to those medium sized enterprises under the family ownership framework in Uganda. Consistently, it could be argued that medium sized enterprises under shareholding tended to be more aware and informed about the relevance of reward management systems as a prudent intervention in attracting, retaining and utilizing talented people with the view to achieve short and long-term strategic business objectives (Adigüzel et al., 2010). From another perceptive, it is possible that the shareholding structured medium sized enterprises are in higher odds for higher reward management categories than family businesses because they tended to

be formal and have in place developed reward management systems, procedures and standards. These reward management systems and procedures were probably being adhered to in the overall talent management horizon and this influenced the higher odds in reward management categories (Mujtaba et al., 2010). As a result, management systems inform the direction of reward management initiatives, resulting into the said higher odds. So, it could be logical to argue that these medium sized enterprises in the shareholding ownership structure were evolving appropriate reward management systems. These reward management systems were mostly likely were inclined to creating new values in business internal processes and to sustain competitiveness, through attraction and retention of talented people (Adigüzel et al., 2010; Mujtaba et al., 2010; Wan, 2007; Perry, 2001). The grand finding of the study is that ownership structure, a factor of enterprise characteristics, influences the dynamics and direction of reward management in the medium sized enterprises in Uganda.

For active website, the coefficient is -0.06 for medium sized enterprises without an active website compared to those that have one. This means that medium sized enterprises without an active website are having lower odds of being in higher reward management categories than those with one.

These linear regression results show that medium sized enterprises without websites are in lower probabilities of being in higher reward management categories. Ramachandran et al., (2009) advanced that websites are learning channels in enterprises and they do have a positive bearing on productivity and performance. Consistently, it could be argued that medium sized enterprises with websites do access and share vital information pertaining to enterprise management, people management, market dynamics, policies and procedures, reward management, benchmarks, to mention but a few. All this information is continuously obtained and analysed in anticipation to enhance enterprise survival, growth, development and competitiveness. This implies that websites do provide real time information which influences business decision making and reward management, thus the high odds. Therefore, those medium sized enterprises which had no websites were in lower odds in reward management categories probably because of their inability to fast track business information pertaining to reward management segments in the medium sized enterprise sector. This argument is based on the rationale that in a competitive business environment, the dynamics of information flow is very high, and it can best be tracked with information technology, not manual systems. These medium sized enterprises were not in position to make fast prudent business decisions on reward management. Critical information was lacking, and could not be fast tracked

(Torrington, 1992). As a result, these medium sized enterprises without websites lagged behind in reward management, thus the results. The grand finding of the study is that websites, a factor of enterprise characteristics, influences the dynamics and directions of reward management in the medium sized enterprises in Uganda.

Regarding Owners participation, the coefficient is 0.77 for medium sized enterprises. This means that medium sized enterprises that reported being in the higher categories of owners participation in day to day management are having higher odds of being in reward management categories.

These linear regression results show that in those medium sized enterprises where the owners' involvement in day to day management is high, the rewards to talented employees are in higher segments. Figure 6, ownership structure of medium sized enterprises in Uganda, revealed that family owned business constituted the majority, 42.28%, joint venture local 20.7%, shareholding 19.42%, joint venture foreign 8.95%, public-private partnership 2.46% and others 6.14%. Family based medium sized enterprises are known to be lacking in management systems as was the case Tyson Foods, based in Springdale, Arkansas, USA. By and large, this enterprise tended to copy what was in the market space (Cohn et al., 2005). Based on this illustration, it could be argued that the family based medium sized enterprises, where the owners participation in day to day management is more pronounced, were having higher odds for reward management segments because the owners, having no prudent management systems to inform decisions, tended to copy what was in the market space and this probably informed the higher segments of reward management systems. At the same time, the question still remains: Why do medium sized enterprises with a higher participation of the owners are in higher odds of higher reward management categories? The answer is obtained from management literature. Haskins & Shaffer (2010) stressed that successful implementation and sustainability of talent management agenda in enterprises is embedded in organisational will. Based on this management literature, it could be argued that although the medium sized enterprises tend to have management systems which are not robust, the higher owners' involvement in day to management and higher engagement in reward management categories could best be attributed to organisational will. This is to say, although the management systems are not robust, the management teams are willing to reward better. The grand finding of the study is that owners' participation in the day to day management, a managerial characteristic, influences reward management in the medium sized enterprises in Uganda.

Regarding academic attainment of the general manager, the coefficient is -0.14 for medium sized enterprises. This means that medium sized enterprises that reported having a general manager with master's degree academic attainment have lower odds for reward management categories than the one with a Doctorate.

These statistical analysis results reveal that medium sized enterprises with general managers who had attained master's degree level were in the lower categories of high reward management categories than those with a doctorate. Management scholars hold the perception that academic attainment of the managers and owners is of value to enterprise growth and development (Ramachandran et al., 2009). At the same time, it is held that enterprises which fail to attract, retain and utilize skilled, talented and high performers have a higher propensity of being staffed with relatively unskilled people, and this negatively affects enterprise survival, growth, development and competitiveness (Hausknecht, Rodda & Howard, 2009; Rappaport, Bancroft & Okum, 2003). Therefore, the fundamental question is: Why are general managers, holders of master's degree, who are deemed to be aware of the relevance of talented people to enterprise performance and sustainability, do manage enterprises in the lower reward management categories? The answers can be traced in management literature. The application of the component of TDF in the overall management of these enterprises is probably extremely low. The organisational will to make thing happen, to reward talents better is low (Haskins & Shaffer, 2010). Secondly, the application of the built to change theory (Lawler III and Worley, 2012) is low or non-existent in these medium sized enterprises. These factors explain the results. In essence, the general lack of organisational will and the failure to frontline the medium sized enterprises to the built-to-change theory greatly contributed to the linear regression results under consideration. The grand study finding is that the academic attainment of the general managers, a managerial characteristic, influences reward management in the medium sized enterprises in Uganda.

Regarding leadership talent development, the coefficient is 0.16 for medium sized enterprises. This means that medium sized enterprises that reported being engaged in higher leadership talent development initiatives are having higher odds for being in the reward management categories.

These regression results are that, those medium sized enterprises which are highly involved in leadership talent development initiatives are also in higher reward management segments in

Uganda. This management scenario is best explained by the management literature. The built to change theory expounds that enterprises have a critical role to share leadership. By sharing leadership roles, they replace the hierarchical structures and spread knowledge and power among the difference categories of people throughout. The approach to share leadership allows the enterprises to prudently respond to market demands in a faster manner and this provides an edge in competitiveness. Furthermore, by sharing information, the enterprise is able to build a profound cadre of talented business leaders. It is further illustrated that by involving a significant number of employees in a strategic plan and value creation roles, the enterprise is in position to develop leadership cadres (Cappelli, 2009) and this development approach forms the basis of enterprise competitiveness. Furthermore, the built to change theory designs and roll out leadership talent development programs. All the higher involvement in leadership talent development is meant to enhance enterprise competitiveness (Lawler III and Worley, 2012). Consistently, it is logical to argue that medium sized enterprises in the higher horizons of leadership talent development are highly competitive and this informs their ability to sustain the higher segments of reward management categories. It is talent development which informs higher performance and higher performance translates into higher reward management segments, thus the statistical result. The grand study finding is that leadership talent development, a factor outside enterprise and managerial characteristics, influences the dynamics and direction of reward management in the medium sized enterprises in Uganda.

Regarding talent utilisation, the coefficient is 0.35 for medium sized enterprises. This means that medium sized enterprises that reported having higher talent utilisation odds are also in the higher reward management categories.

The linear regression unfolded that medium sized enterprises that reported being in higher talent utilisation categories are also in higher odds of higher reward management segments. Management literature informs that human capital is the source of enterprise survival, growth, development and competitiveness. At the same time, enterprises are facing challenges to attract and retain talented people. As a result, in this dynamic business environment, enterprises consider reward management as the most appropriate scheme in talent management initiatives, to attract and retain talents for higher utilisation (Walker, 2010; Wyatt, 2008). Therefore, it is highly possible that those medium sized enterprises in higher talent utilisation segments endeavour to attract and retain more talented people in order to sustain enterprise survival, growth, development and competitiveness. It is the high performance which informed

the higher reward [remuneration]. It could also be argued that the said higher involvement in reward management is influenced by the fact that there are no blue prints which medium sized enterprises could adopt in order to retain the talented ones. Therefore, as the utilisation of the talented people intensifies, the benefits of their engagement are recognised, and every medium sized enterprise tries to ensure that the reward management systems adapted are the most appropriate and competitive. Therefore, there are dynamics checks, balances and innovations in the reward management systems as each and every medium sized enterprise endeavours to develop and implement what is viewed as the most fitting reward management system. All this is done in expectation to evolve new business values, and to sustain enterprise survival, growth, development and competitiveness (Perry, 2011; Adigüzel et al., 2010; Mujtaba et al., 2010; Wan, 2007; Perry, 2001).

From another perceptive, it could be argued that the war of talents is a practical challenge for enterprises and it is going to last for a long period of time. This implies that only those enterprises which continuously revisit and keep their reward management systems as a priority, are going to survive in this competitive world (Zinn, 2009; Risher, 2008). Therefore, the medium sized enterprises under review were endeavouring to live to the expectation of the stated management literature. The grand study finding is that talent utilisation, a factor outside enterprise and managerial characteristics, influences the dynamics and direction of talent utilisation in the medium sized enterprises in Uganda.

5.21.2. Summary of Linear Regression Analysis – Reward Management

*In relation to research question seven of the study, the null hypothesis (H0) (i.e., Enterprise characteristics (i.e., main business, number of employees, years of existence, technological advancement, ownership structure, location of the medium sized enterprise and active website) do not influence the degree to which the reward management for talented employees in the medium sized enterprises is competitive) was not rejected to the extent that the number of employees, years of existence, location of the enterprise did not influence reward management in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted to the extent that **main business (p=.010) technological advancement (p=.031) ownership structure (p=.036) and active website (p=.048) did influence reward management in the medium sized enterprises in Uganda. In reference to the second null hypothesis (H0) (i.e., Managerial characteristics (i.e., level of competition, performance rating of the enterprise, leadership style, owners participation, academic attainment of the general***

manager/chief executive officer and academic attainment of the assistant general manager/assistant chief executive officer) do not influence the degree to which the reward management for talented employees in the medium sized enterprises is competitive), the hypothesis was also not rejected to the extent that level of competition, performance rating, leadership style and academic attainment of the assistant general manager did not influence the dynamics and direction of reward management in the medium sized enterprises in Uganda. The alternative hypothesis (H1) was accepted **to the extent that the owners' participation ($p=.047$) academic attainment of the general manager ($p=.030$) did influence the dynamics and direction of reward management initiatives in the medium sized enterprises in Uganda.** Finally, besides the hypotheses, the study established that **leadership talent development ($p=.001$) and talent utilisation ($p=.000$) do have a positive correlation with reward management in the medium sized enterprises in Uganda.**

5.21.3. Natural Breaks – Responses to Reward Management in the Medium Sized Enterprises

Responses in relation to this research question seven were plotted on the graph, (Appendix L). On the application of natural breaks, the analysis generated twelve (12) clusters for discussion, as indicated in the table below.

Table 35: Reward Management

	AGREE (%)	N
Q116 Traditional Pay system practiced in the enterprise	74.21	423
CLASS A "AVERAGE"	74.21	423
Q113 Reward for Employees geared to Talent Retention	67.89	387
Q105 Key performance indicators for each position defined	66.67	380
Q106 High performers better rewarded in the enterprise	65.96	376
CLASS B "AVERAGE"	66.84	381
<i>Q197 Reward Management system designed for retention of talented people</i>	65.79	375
Q125 Same- Same pay practiced without performance consideration	61.75	352
CLASS C "AVERAGE"	63.77	363
<i>Q198 Multi-skilled Employees rewarded more than others in the enterprise</i>	61.40	350
Q107 Performance-related pay system practiced	60.87	347
Q122 Seniority influences pay in the enterprise	58.95	336
Q109 Reward management viewed as basis for competitiveness	56.67	323
Q121 Bonus system practised in the enterprise	55.62	317
CLASS D "AVERAGE"	58.70	335
Q124 Employees in production processes fairly remunerated	50.00	285
CLASS E "AVERAGE"	50.00	285

Q114 Personal to holder reward system practiced for Some Employees	49.13	280
Q115 Pay to employees based on performance	48.42	276
Q129 On-top of fixed salaries, Talented employees are paid additional pay for performance	46.67	266
CLASS F "AVERAGE"	48.07	274
Q110 Reward management considered as a cost to be minimised	38.95	222
CLASS G "AVERAGE"	38.95	222
Q127 Newly engaged employees paid less for the same position	37.37	213
Q111 Bench-marking influences pay in the enterprise	36.14	206
Q118 Wealth generator managers are rewarded more in the enterprise	36.14	206
Q112 Market rates paid to employees	35.61	203
Q108 Bi-annual remuneration bench-marking conducted	34.56	197
CLASS H "AVERAGE"	35.96	205
Q117 Enterprise poor performance leads to managers' penalisation	29.65	169
CLASS I "AVERAGE"	29.65	169
Q123 Longevity in service influences pay	29.48	168
<i>Q180 Assessment of overall salary differentials in the enterprise</i>	26.63	152
CLASS J "AVERAGE"	28.06	160
Q126 Newly engaged Employees better remunerated	15.09	86
CLASS K "AVERAGE"	15.09	86
Q120 Some employees hold shares in the enterprise	12.10	69
Q128 Talented employees accorded stock options in the enterprise	11.93	68
Q130 Talented employees are accorded non-voting shares	10.00	57
Q119 Stock options practiced in enterprise	8.95	51
CLASS L "AVERAGE"	10.75	61

Source: Author

The first cluster of table 35 above, Class A, consisted of one item, Q116, namely, traditional pay system practiced in the medium sized enterprises. The average rating is (423) 74.21 percent for medium sized enterprises. These ratings reflected that the vast majority of the medium sized enterprises remunerated their talented employees on the basis of job-based compensation plan, popularly known as the traditional approach to compensation. In this reward system, the employer pays the position being held without giving due consideration to performance or output or innovations generated by the jobholder. Therefore, the job holder receives remuneration for the position being held, irrespective of his or her performance or the performance of other employees in the same job grade (Mitra et al., 2011). However, the challenge with this remuneration approach is that the medium sized enterprises have to ascertain the degree of competitiveness of the remuneration packages in the dynamic market. This is because there exists a positive relationship between pay and turnover of talented people in enterprises. The dynamisms to sustain the competitiveness of the traditional pay system is usually a charge to enterprises. In most cases, reward competitiveness is best achieved through benchmarking, comparing the current compensation with those of similar

positions in other enterprises. However, it is important to appreciate that benchmarking has a weakness in that it does not inform the employer which component of the remuneration is attributed to great performance (Bizjak et al., 2008; McNatt et al., 2007). Therefore, the medium sized enterprises in Uganda have a duty to guard against such shortcomings and it is not easy. The fundamental question is: Have the medium sized enterprises in Uganda developed robust systems to guard against the said shortcomings? Although benchmarking tends to mitigate the challenges of traditional pay system, management scholars have argued that traditional compensation systems are roadblocks to efforts generated by enterprises to improve corporate performance. This is based on the assertion that traditional compensation systems have an inbuilt weakness in that the pay is translated into an entitlement with no significant consideration to performance (Beer & Cannon, 2004). Therefore, it is easily adduced from the management literature that the medium sized enterprises in Uganda are bound to fall in the aid trap where pay is translated into privileges without according serious consideration to performance. This is done at the charge to the enterprise because performance is the driving force to competitiveness.

Basing on the average ratings, (423) 74.21 percent medium sized enterprises, traditional compensation plan is highly practised in the medium sized enterprises in Uganda. This management situation could also be explained by a number of factors. For example, Uganda is experiencing very high unemployment amongst the youth irrespective of the level of education (Uganda Budget, 2011). At the same time, the rate of employment creation is very low indeed (Twimukye et al., 2010). A combination of these two factors in a way could have influenced the existence and continuous application of the traditional compensation plan in the medium sized enterprises in Uganda. It could also be rationalised that those talented employees in the medium sized enterprises who would have called for improvements in the reward management systems, say, from traditional compensation to performance-based pay systems, are bound to “fear” to do so on the basis that the unemployed persons are likely to knock on the door for jobs at the current remuneration level. The disadvantage of the traditional compensation plan system is that it tends to lag the market competitive rates. Enterprises need to compare their remuneration in order to ascertain competitiveness in the market (Bizjak et al., 2008). Therefore, there is a very high propensity that the remuneration derived from the traditional compensation plan is not competitive for the talented people engaged in the medium sized enterprises in Uganda.

The researcher viewed the high average rating, (423) 74.21 percent medium sized enterprises application of traditional compensation plan as an emerging theme of the study. As a result, the phenomenon was subjected to qualitative data collection and analysis. This was done in order to obtain the underlying qualitative centred factors that lead to the occurrence in the medium sized enterprises in Uganda. Consistently, the researcher framed a question: *Medium sized enterprises in Uganda do base their remuneration on the traditional compensation plan and little attention is accorded to performance? Why is this practiced?*

The second cluster with respect to reward management in medium sized enterprises, Class B of table 35 herein above, consisted of three items, namely Q113, Q105 and Q106. The average rating is (381) 66.84 percent for medium sized enterprises. Specifically, these items were related to various aspects of reward management systems. The ratings imply that slightly above average medium sized enterprises formulate reward systems with the view to attract and retain talented people in a competitive business environment (Adigüzel et al., 2010). This shows that a significant number of medium sized enterprises in Uganda recognises the stiff competition for talents are appreciative that business success is best comprehended and sustained when talented employees are highly motivated and retained in business operations (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). At the same time, the items also revealed that key performance indicators for positions are spelt out in the rated medium sized enterprises. Management literature informs that in performance management systems, remuneration is determined after a critical evaluation of employee performance. This is achieved on the basis of performance indicators or targets. It is done for the reward system to be viewed as fair by the talented employees in the enterprises (Mujtaba & Shauaib, 2010). At the same time, other management scholars have stressed that enterprises do face challenges in the process of formulating performance targets, ranging from biases and understating the targets (Beer et al., 2004). Other management scholars have also emphasised that employers need to set targets which are directly linked to reward, and the targets need to be attainable for the process to have a positive impact on enterprise competitiveness (Pérez & Fontela, 2006). Therefore, the presumption is that the medium sized enterprises follow these basic guidelines in setting up performance targets for employees. Consistently, there appears to be a contradiction between the traditional reward system ratings and ratings in relation to item pertaining to performance management systems. The two are not well applied in as far as reward management in the medium sized enterprises is concerned. This is because of the high average rating with respect to traditional compensation plan. Scholars have advanced that

enterprises are facing retention challenges in managerial positions and the cropping up of instabilities in relation to retention of talented technical employees (Perry, 2011). This situation exerts pressure on enterprise competitiveness; and the best approach to avert the retention challenges is to ensure that the remuneration packages are designed to attract and retain talented employees. It is this direct relationship between remuneration designed for retention of talented people and enterprise survival, growth, development and competitiveness which informs the majority of the medium sized enterprises to endeavour to have in place reward management systems aimed at retention of talented employees (Mitra, Gupt & Shaw, 2011; Gerhart & Milkovich, 1992; Perry, 2001; Milkovich, 1988).

Furthermore, Class B dataset also reveals that higher performers, (381) 66.84 percent of the sampled medium sized enterprises were better rewarded. This reward management system is supported by management literature that employee productivity is the basis of enterprise competitiveness. Therefore, any reward system which strengthens high performance is beneficial to all parties (Gielen, Kerkhofs & Ours, 2010; Cadsby, Song & Tapon, 2007). Reward management systems based on performance are grounded in the expectancy theory. In the theory, it is emphasised that employees do perform harder and better if they are convinced that their pay reflects the real value of their input, effort or contribution. Thus, the enterprise expects high performance so do the employees who expect higher pay (Perry et al., 2009; Van Eerde & Thererry, 1996; Cadsby et al., 2007). Furthermore, it is also a good approach for the remuneration of high performers to be grounded in the concept of equality. The concept embraces that employees need to be rewarded on the basis of their contribution made to the enterprise. Those employees with high performance should be rewarded better than others (Bozionelos et al., 2007; Deutsch, 1975; Leventhal, 1976). Therefore, the ratings indicate that slightly above average medium sized enterprises are rewarding high performers better and this is deemed to have a positive impact on enterprise survival, growth, development and competitiveness. Therefore, it could easily be argued that those medium sized enterprises outside the horizon of rewarding high performers better have a high propensity to experience turnover of talents on the basis of reward management systems. This turnover negatively affects enterprise performance and competitiveness.

The third cluster, Class C in regard to reward management for talented employees in medium sized enterprises consisted of two items, namely, Q197 and Q125. These items pertained to reward management systems geared towards retention of talented employees and employees

performing the same job are rewarded the same, irrespective of the level of performance. The average rating is (363) 63.77 percent for medium sized enterprises. The rated medium sized enterprises have recognised that there is stiff competition for talents in the labour market and supply is a challenge. Therefore, the most appropriate business approach is to devise means for retention through reward management systems. Competition is therefore viewed as a major factor for retention of talents in order to sustain enterprise competitiveness (Wan, 2007; Perry, 2011). The practice of rewarding employees holding similar position the same, without due consideration to performance can easily be traced in theory. It is based on the principle of equity. This reward mechanism is consistent with the traditional pay system (Mitra et al., 201; Bozionelos et al., 2007; Deutsch, 1975; Leventhal, 1976). Therefore, the average ratings strongly justify the practice of traditional reward system being rooted in the medium sized enterprises in Uganda.

The fourth cluster, Class D, as detailed in table 35 above, consisted of Q198, Q107, Q22, Q109 and Q121 as items for analysis. By and large, these items centred on specifics in the reward management systems in the medium sized enterprises. The average rating is (335) 58.702 percent for medium sized enterprises. Basically, the ratings are slightly above the statistical average. The cluster indicates that in these medium sized enterprises, multi skilled employees are reward more than others. This reward system is easily traced in the skill-based compensation system. Under the skill-based system, the overall agenda of the reward is to evolve skill development and to practice multi skilling in order to enhance enterprise survival, growth, development and competitiveness (Mitra et al., 2011; Shaw & Gupta, 2001). Hence, the objective of rewarding skills is therefore business centred. However, based on the dataset, the practice is averagely integrated in the management practices of medium sized enterprises in Uganda. Skill based reward system is meant to sustain high talented employees' tractability in the enterprises. The rationale is that when a talented employee is in position to effectively perform various tasks, the enterprise is in position to sustain production processes when turnover occurs. It is therefore logical on the part of the medium sized enterprises to design reward management systems which take into account the skill endowment of the talent employees (Mitra et al., 2011; Shaw & Gupta, 2001). Skill based reward system is being practised in slightly average medium sized enterprises in the economy. This implies that a significant number of medium sized enterprises in Uganda are not aligned to skill-based reward systems. Therefore, it is not an over estimation to assert that a significant number of medium sized enterprises are bound to face turnover of skilled employees arising from not recognising their skills. This situation is likely to have negative effects on enterprise

competitiveness. The average rating in Class D also indicates that performance related pay system is slightly above averagely practiced in the medium sized enterprises. PRP is grounded in the expectancy theory (Bozionelos et al., 2007; Deutsch, 1975; Leventhal, 1976). It is also argued that enterprises do adopt PRP because of the expectation to attain high productivity in order to be competitive in the volatile business market. This means that the talented employees expect a higher risk premium (Perry et al., 2009; Van Eerde & Thererry, 1996; Cadsby et al., 2007). At the same time, enterprises hold the belief that PRP does influence other employees who are low performers to improve accordingly. It does send a strong message to the low performers that their engagement in the enterprise is based on performance and reward is deemed to be fair only when it is based on performance (Adigüzel et al., 2010). Thus, the business intention of these medium sized enterprises in implementing a reward management system based on performance is to improve the overall productivity. It is also argued that medium sized enterprises adopt the performance-based reward management system in order to maximise employee innovativeness and to make them more responsible (Booth & Frank, 1999; Torrington, 1992). Overall, the average rating reveals that performance-based reward systems are not well grounded in the medium sized enterprises. Therefore, it could be argued that talented employees are not remunerated in line with their performance and this has downstream effects on employee retention and enterprise competitiveness. The item that seniority influences pay also has an average rating of (335) 58.70 percent for medium sized enterprises. These result means that in the reward management systems of the medium sized enterprises, seniority is considered as an integral factor in the overall management systems of a significant number of medium sized enterprises. This is to say, how long an employee has served the medium sized enterprise influences compensation. This approach to reward management falls under the job-based compensation mechanism (Mitra et al., 2011) and it is a characteristic of the traditional pay system. However, this mechanism to reward has been subjected to criticisms. A case in point; the reward arm of the built-to-change theory (Lawler III and Worley, 2012) stresses that reward mechanisms based on seniority propel the enterprise in a non-competitive way. This is because the reward strategy does not enhance competitiveness. Based on the said management literature therefore, the dataset implied that (335) 58.702 percent for medium sized enterprises level of competitiveness is highly questionable. Thus, there is an urgent need on the part of these medium sized enterprises to have a paradigm shift from job and seniority to individual employee in terms of what has been produced or delivery expectation (Lawler III & Worley, 2012). Based on this criticism, it could be argued that the medium sized enterprises have to evolve more prudent reward

management mechanisms, away from the job and seniority in order to propel themselves to growth, development and competitiveness. The data analysis also reveals that on the average, (335) 58.702 percent of the sampled medium sized enterprises held the view that reward management systems are geared at sustaining competitiveness. This slightly above average rating of medium sized enterprises demonstrates that the realisation that human capital is the most critical resource in enterprise survival, growth, development and competitiveness is not well appreciated, grounded and sustained in business operations. It is important to appreciate that talent is the driving force for enterprise competitiveness in the business world; and enterprises have come to a realisation that business competitiveness is best attained when talented people are motivated and retained (Mujtaba & Shauaib, 2010; Adigüzel et al., 2010). It is stressed that reward management systems need to be geared at attracting and retaining qualified people (Walker, 2010; Wyatt, 2008). Based on this management literature, the medium sized enterprises under consideration were not in the said line of business logic, analysis and thinking. Based on the aforementioned average rating of the medium sized enterprises, it is not an over statement to assert that a significant number of these medium sized enterprises are not competitive because their reward management systems are not designed to sustain enterprise competitiveness in a volatile business environment. Management scholars advance that reward management is a vital component in rolling out a business strategy in a competitive business environment. This is because the rollout of the business strategy is dependent on the talents employed therein. Reward management systems enable the medium sized enterprises to retain the required talented employees who in turn propel enterprise competitiveness (Adigüzel et al., 2010). Consistently, it is logical to argue that a significant number of the medium sized enterprises in Uganda are not competitive from a reward management view point.

Given the significance of competitiveness to medium sized enterprises survival, the rating (335) 58.70 percent for medium sized enterprises indicates that the reward management systems are geared at sustaining competitiveness. This slightly above statistical average rating captured the interest of the researcher as an emerging theme. Consequently, it was subjected to further investigation from a qualitative perceptive. The researcher formulated a question: *Slight above average medium sized enterprises in Uganda hold the perception that the reward/remuneration accorded to talented employees is geared at sustaining competitiveness. Based on your expertise, what reasons can explain this situation?*

The average rating, (335) 58.70 percent medium sized enterprises indicated that bonus

systems are practiced. The reward arm of the built to change theory stresses that bonus systems are adopted in enterprises with the view to reward the talented and best employees in anticipation to retain them. The theory further stresses that enterprises need to implement bonuses in order to sustain competitiveness. Bonuses are considered to be operative motivators during periods of change and enable the management team to strengthen the overall performance of enterprises (Lawler III and Worley, 2012). Given the said rating in relation to bonuses, it could be argued that the bonus reward management system is not well grounded in a significant number of the medium sized enterprises in Uganda. Therefore, those medium sized enterprises which do not embrace the bonus system are likely to face challenges related to talent retention, change management and enterprise competitiveness.

Class E as indicated in table 35 above, in relation to reward management in the medium sized enterprises in Uganda, had one item, Q124, employees in production processes fairly remunerated. The average rating was (285) 50.00 percent of the sampled medium sized enterprises. Employees in the production processes are basically the craft masters in the medium sized enterprises. These employees are skilled, and their work practices, roles and responsibilities form the backbone for the execution of the enterprise strategic plan and competitiveness. The craft masters propel the production processes and internal business processes in order to sustain enterprise competitiveness (Joerres & Turcq, 2007). Given the average ratings on their remuneration, it could not be an underestimation to state that medium sized enterprises have issues in remunerating the craft masters. The rating 285 (50%) medium sized enterprises revealed that in the other 50 percent of the sampled enterprises, there are issues pertaining to remuneration for the craft masters and this is likely to have negative effects on enterprise survival, growth, development and competitiveness. Management scholars have advanced that in the process of formulating rewards for employees, enterprises need to ensure that the pay and related incentives are competitive in order to retain talents and to sustain competitiveness (Adigüzel et al., 2010). Based on this illustration, the average rating implies that the reward management systems for employees in the production processes of medium sized enterprises is not well streamlined and competitive. This state of affairs has downstream negative effects on competitiveness. The talent value management model echoes that, the Drivers, are the machine operators and the distributors of goods produced by the enterprises, among others. Although the Drivers are likely to be replaced in the short run, their turnover affects the quality of the products; and this has a negative implication on enterprise competitiveness (Joerres & Turcq, 2007). Based on the said management literature therefore, it is logical to conclude that in a significant number of

medium sized enterprises the Drivers, the Craft Masters are not fairly remunerated. As a result, the level of enterprise performance and competitiveness is highly questionable. In this regard, the researcher holds the view that it is important for these categories of employees to be highly valued in the medium sized enterprises and their valuation could best be reflected in remuneration.

Lastly, the researcher viewed the issue of rewarding employees in the production processes of medium sized enterprises in Uganda as emerging theme of the study. Consequently, it was subjected to qualitative data collection and analysis, until the saturation point was reached. The researcher formulated a question: *In the medium sized enterprises in Uganda, talented employees in the production processes are not well remunerated. Why?*

The sixth cluster, Class F, in relation to reward management had three items, Q114, Q115 and Q129. The items focused on personalized salaries and PRP to talented employees, endeavouring to establish whether or not talented employees are rewarded any other remuneration, over and above the monthly salary, with the view to retain them. The average rating is (274) 48.07 percent for medium sized enterprises. On the onset, the ratings are below the statistical average. These ratings indicate that (274) 48.073 percent of the sampled medium sized enterprises practiced a reward system where employees performing the same job were paid personalised salaries. This is to say, each person earning a different salary. However, management literature emphasises that pay inversion [employee remuneration inequalities] negatively affects motivation and performance. When employees in enterprises are subjected to inequalities, they are destined to leave, after coming to a supposition that the enterprise has no agenda to address the remuneration inequalities, and this in turn affects enterprise survival, growth, development and competitiveness (McNatt et al., 2007). Therefore, it could be argued that the inequality in the pay as demonstrated by the ratings of (274) 48.073 percent of the sampled medium sized enterprises is not a health business position for retention of talented employees and therefore, inconsistent with the said management literature. Items Q115 and Q129 were related to pay for performance.

Based on the ratings, (274) 48.07 percent of the sampled medium sized enterprises practiced “pay for performance”. These ratings imply that pay for performance is not fully integrated in the reward management systems of the mediums sized enterprises in Uganda. Management scholars have advanced that pay for performance is centred on results; and it is more applicable in manufacturing concerns and in sectors where it is not difficult to measure

output. It is a bit difficult to integrate pay for performance in the reward management systems for services related sectors (Gielen, Kerkhofs & Ours, 2010; Adigüzel et al., 2010; Mujtaba & Shauaib, 2010). Based on the said management literature, the lower rating of pay for performance systems could be attributed to the fact that in this study, the medium sized enterprises in the various sectors were aggregated together, without according due consideration to manufacturing or not. This might have influenced the average rating. Secondly, the low application of pay for performance in the medium sized enterprises in Uganda could also be explained by the failure on the part of the enterprises to evolve genuine linkages between the efforts of the talented employees and performance. In such situations, it is extremely difficult to evolve pay for performance. Furthermore, there are also incidents when performance related information cannot be shared among the employees and employers; and the ever-changing technologies is also a challenge in setting performance targets for the implementation of performance related pay. More importantly, it is also advanced that pay for performance is not integrated in the reward management systems of enterprises because it is not part and parcel of the business culture therein (Beer et al., 2004). Therefore, it could be argued that the lower average rating of the medium sized enterprise involvement in pay for performance could best be explained by the foresaid management literature.

Class G, in respect to reward management had one construct, Q110, reward management being considered as a cost to be minimised in the medium sized enterprises. The average rating is (222) 38.95 percent for medium sized enterprises. This rating implies that in the 38.95 percent medium sized enterprises efforts were directed to control remuneration because it was deemed to be a cost. Management scholars advance that in order to sustain enterprises competitiveness, the prudent business strategy has to be dependent on the knowledge, skills and abilities of talented employees. It is this rationale which propels enterprises to view reward management systems as the fulcrum of competitiveness rather than a cost to be minimised (Adigüzel et al., 2010). However, based on this logical framework, the 38.95 percent of the sampled medium sized enterprises seemed not to be talent driven because their propensity to attract and retain talented people was compromised by the agenda to consider remuneration [reward] as a cost to be minimized/controlled. Basing on the ratings, the researcher came to a conclusion that the phenomenon was an emerging theme of the study. Consequently, qualitative data was sought. In the process, the researcher framed a question: *In this era of business competitiveness, there are still medium sized enterprises which consider remuneration as a cost and therefore, attempts are made to control or minimise. Why?*

The next cluster, Class H, as indicated in the table 3.5 above, consisted of five items, namely Q127, Q111, Q118, Q112 and Q108. In summary, the items were related to the factors of “pay” and how the specified talented employees were remunerated in the medium sized enterprises. The average rating was (205) 35.96 percent of the sampled medium sized enterprises. Based on the average rating, 35.96 percent for medium sized enterprises indicated that benchmarking influences the pay for employees and market rates are paid to them. Benchmarking is adopted by the said medium sized enterprises in order to ascertain and strive to pay talented employees’ market driven compensations. Management scholars view benchmarking as the basis on which enterprises base pay market driven rates (Bizjak, Lemmon & Naveen, 2008). However, the average rating of 35.96 percent of the medium sized enterprises, is very low indeed. This implies that the rest, the vast majority of the medium sized enterprises determine their pay to talented employees in a manner which is inconsistent with management literature. Consistently, the researcher argues that the vast majority of the medium sized enterprises in Uganda do not pay market rates to talented employees. The same average rating also pointed out that wealth generating managers are rewarded more in the said medium sized enterprises. This average rating is basically two folds. First and foremost, the reward system of these (205) 35.96 percent of the medium sized enterprises tended to be in line with the agency theory. By rewarding managers more as a result of generating more wealth to the owners of the enterprises, the managers are motivated. By so being, the managers are not so much risk averse in their day to day business operations. Consistently, the managers seem to have taken risky business decisions which in turn generate more wealth for the owners of the enterprises and in turn, their aggregated reward increases (Sanders, 2001). Based on the analysed dataset, the second aspect is that, in the vast majority of the medium sized enterprises, managers were apparently rewarded in fixed terms. There is a high propensity that these managers are unlikely to make risky business decisions, which would have led into greater dividends for the owners of the enterprises (Angel & McCabe, 2008).

The next cluster for analysis, Class I, consisted of one construct Q117, enterprise poor performance led to managers to be penalised. The average rating is (169) 29.65 percent of the sampled medium sized enterprises. Based on the agency theory, it is advanced that when the enterprise performs poorly in terms of dividend generation, below the expectations of the owners, the managers are usually fired, and no benefits are rewarded to them. However,

when the enterprise performs better, there is a high propensity that the managers will be retained and highly rewarded (Angel & McCabe, 2008). Thus, based on the said rating, it is logical to advance that the majority of medium sized enterprises are inconsistent with the said management literature. This also implies that significant components of the agency theory are generally not part and parcel of reward management systems in the medium sized enterprise in Uganda. The dataset also reveals that the majority of the managers in the medium sized enterprises are not penalised for poor performance. This implies that the vast majority of the medium sized enterprises lagged behind in terms of propellers in as far as managers are concerned. In essence, rewards are not applied in accordance with the agency theory to propel the managers to generate more dividends for the owners of the medium sized enterprises in Uganda.

Class J, in relation to reward management in the medium sized enterprises in Uganda, consisted of two items, Q123 and Q180. Basically, these items are related to the determinants of pay and salary differential. The average rating is (160) 28.06 percent of the sampled medium sized enterprises. The talent value management model stresses that in the process of managing talents, no consideration need to be accorded to factors like age, academic attainment, employee salary grade and longevity in service (Joerres & Turcq, 2007). This implies that in the medium sized enterprises, 28.06 percent accorded longevity in service as one of the determinants of pay to employees. Therefore, these medium sized enterprises were inconsistent with the talent value management model. Consequently, this was not a healthy business approach in a competitive business environment in as far as talent management is concerned. By applying longevity in service as a determinant of pay, the said medium sized enterprises were bound to retain low performers in service (Adigüzel et al., 2010). On the average, (160) 28.06 of the sampled medium sized enterprises rated salary differential as evident in their reward management systems. The equity theory stresses that employees do carry out comparison of their remunerations and where the salary differential is high, they are bound to conclude that the employer [enterprise] does not care for them and this is likely to ignite turnover, with far reaching consequences (McNatt et al., 2007). Based on this illustration therefore and taking into account the average rating of (160) 28.06 percent, it is not an under estimation on the part of the researcher to echo that fundamental changes are needed to control and minimise salary differentials.

In Class K, one item, Q126 was noticeable. The item pertained to newly recruited employees

being better remunerated. The average rating is (86) 15.09 percent of the sampled medium sized enterprises. From the onset, management literature stresses that remuneration inequalities and pay inversions affect the motivation of talented people and overall performance of enterprises. Such noticeable inequalities, where newly recruited employees are better rewarded than others, employees have the tendency to come to the conclusion that the enterprise is not likely to address the inequalities in the short run, and the propensity to leave the enterprises increases (McNatt et al., 2007). Therefore, it is not an over statement that the medium sized enterprises under consideration did experience turnover of skilled employees and this affected their performance and competitiveness.

The last cluster related to reward management, Class L, consisted of four items, Q120, Q128, Q130 and Q119. Overall, the items curved to talent employees holding shares and stock options in the medium sized enterprises. The average rating is (61) 10.75 percent of the sampled medium sized enterprises. These results imply that in the vast majority of the medium sized enterprises, the phenomenon of talented employees to hold shares or stock options is not an integral part of the reward management systems. The majority of the medium sized enterprises has not realized that talented employees are accorded shares or stock options as a mechanism to retain them. The retention agenda is meant to enhance enterprise survival, growth, development and competitiveness. Therefore, these enterprises are inconsistent with management literature are detailed by Angel & McCabe (2008), Young (1995), Eisenhardt (1989), Jensen and Meckling (1976), Kanagaretnam et al. (2009) and Chuo et al. (2011). Stock options are entrenched in the agency theory. The theory emphasises that enterprises need to evolve stock options because there are risk-sharing challenges which are bound to occur in the business world when two parties are endeavouring to achieve specified business goals (Angel & McCabe, 2008; Sanders, 2001; Perez & Fontela, 2006; Eisenhardt, 1989; Jensen & Meckling, 1976). Secondly, the owners of enterprises are in most cases not in full and direct control of the day to day business transactions. This usually leads managers to maximize the situation for their personal benefits. Thus, in order to mitigate this phenomenon, enterprises evolve a stock options remuneration or a reward system. The key objective is to have a link between the vested personal interests of the managers and those of the owners (Chuo, Fonkoua & Pollrad, 2011). Therefore, based on the average ratings, (61) 10.75 percent, the vast majority of the medium sized enterprises are not in position to align the personal interests of managers and those of the owners because stock option remuneration system is not part and parcel of their reward management system. The majority of the medium

sized enterprises are inconsistent with the agency theory. Management theory further holds that enterprises do implement stock options as incentives for talented people and in return, they are not risk averse. By being less risk averse, the managers are in position to take risky business decisions which in turn yield high dividends to the owners and additional remuneration to them (Sanders, 2001). Based on this management theory, it can be asserted that the vast majority of managers [talent people] are in position to exploit a business situation for personal gains because no stock options are in place. Secondly, the same managers are risk averse because of the failure to have in place stock options; and this most likely affects enterprise competitiveness. Furthermore, the agency theory affirms that when an enterprise is performing to the expectation of the owners and beyond, there is a very high likelihood that the talented managers are retained for the continuity of business operations with the view to sustain enterprise competitiveness. Therefore, the poor performing managers are being fired (Angel & McCabe, 2008). However, given the said ratings for medium sized enterprises, it is logical to conclude that the poor performing managers are generally retained. This is basically because of the high application of the traditional compensation plan, where fixed salaries are the norm (Angel & McCabe, 2008). Hence, the managers in the medium sized enterprises are generally risk averse; they seem not to take risky investment decisions which are likely to yield more shareholders' wealth and managers' income (Sanders, 2001). This business situation is by and large rooted in the traditional compensation plan which is highly applied in the medium sized enterprises in Uganda. Based on the rating in table 35, the last cluster, Class L, the involvement of medium sized enterprises in according shares to talented employees with the view to retain them and to accelerate enterprise competitiveness is very low indeed. According shares to managers is viewed as the clearest reward management system to be applied in enterprises. However, this is not the case in the medium sized enterprises in Uganda. The whole intention to accord shares to the talented managers is based on the appreciation that their supply is not forthcoming, and the majority of the enterprises are striving to engage those managers who add value to the business operations of enterprises (Angel & McCabe, 2008). The reward management systems in the medium sized enterprises in Uganda, with specific reference to employees holding shares in the enterprises, stock options and bonus to employees was a major area of interest to the researcher. The researcher considered it as an emerging theme of the study. As a result, qualitative data was deemed appropriate. In this regard, the researcher framed a qualitative based question: *In the majority of the medium sized enterprises, the phenomenon of talented employees holding shares or stock options or being paid bonuses is not an integral part of the*

reward management systems. What reasons are behind this phenomenon?

5.22. Final Modelling Process - A Talent Management Model for Medium Sized Enterprises in Uganda

The final regression analysis done in this study was for the development of the model of talent management for medium sized enterprises in Uganda. The results are shown in table 36 (Appendix A).

5.22.1. Net impact of talent management with other independent factors

According to the linear regression results in table 36 (Appendix A), the model fit is good fit since the probability value (0.000) is less than 0.05. The conclusion was made at a 95 per cent level of confidence. Using the adjusted model, main business, technological advancement, ownership structure, performance rating of enterprise, Location, leadership style, Owners participation and academic attainment of assistant general manager are significantly related to talent management ($p < 0.005$).

5.22.2. Analysis of the Developed Talent Management Model for the Medium Sized Enterprises in Uganda

Based on the regression analysis in table 36 (Appendix A), the developed talent management model for medium sized enterprises in Uganda evolves on the main business undertaken by the medium sized enterprises, the level of technological advancement engaged in internal business processes, ownership structure of the medium sized enterprise, the performance rating of enterprise, location of the enterprise, the leadership style adopted in the day to day management of the enterprise, the level of owners participation in the day to day management, and the academic attainment of the assistant chief executive officer or assistant general manager of the enterprise. These constructs significantly influence the dynamics, pattern and direction of talent management in the mediums sized enterprises in the country. In short, these constructs frame the developed talent management model for medium sized enterprises in Uganda.

For main business type, the coefficient is -0.28 ($p < 0.05$) for medium sized enterprises in the health sector, which is less than that for those in the manufacturing sector. This means that, medium sized enterprises in the health sector have lower odds of being in higher

talent management categories than those in the manufacturing sector.

Arising from the regression analysis detailed in table 36 (Appendix A), the medium sized enterprises in the health sector are in lower probabilities of being involved in higher talent management initiatives than those enterprises in the manufacturing sector. Overall, the medium sized enterprises in the health sector are not keener on talent management in comparison to those in the manufacturing sector. Consistently, medium sized enterprises in the health sector are in the lower segments of talent management categories and application, specifically, in talent identification, leadership talent development, higher position talent development, developing talents for the hard to fill positions, cohort of talents, talent utilisation and reward management. The distribution of medium sized enterprises in terms of “main business” is detailed as follows: 21.23 percent of the enterprises were in the education sector, those in the manufacturing sector constituted 17.54 percent, those enterprises in the sector classified as Others accounted for 17.54 percent, and medium sized enterprises in the hospitality sector held a 16 percent. Those medium sized enterprises in food processing as a main business constituted 10 percent and those in the health sector were aggregated at 9 percent (See figure 3). Based on this distribution, the fundamental question is *“Although the health based medium sized enterprises constituted about 9% of the medium sized enterprises in the study, why is that these enterprises had a lower odd for talent management initiatives irrespective of their importance to the economy?”* The answer to the question can best be derived from chapter two of the thesis. The Parliamentary Committee report – *Ministry Policy Statement for the Health Sector Financial Year 2012/13* revealed that the doctor patient ratio was extremely high, 1:24,725; the nurse patient ratio stood at 1:110,000 and 23,321 vacant positions existed in the public health sector of country. At the same time, the major employer in the health sector, the GoU, lagged in the lower segments of remuneration. Therefore, the overall benchmarks in the health sector were generally low. Based on these results, the researcher concludes that the health sector of Uganda requires a structural change approach, fundamentally to increase the supply of professionals as the starting point for talent management to be enhanced. This undersupply of professionals in the health sector is a hindrance to higher involvement in talent management categories. Consistently, the results that the health-related medium sized enterprises being in lower odds for talent management initiatives is consistent with the said available operations datasets. The grand study finding is that main business, an enterprise characteristic, significantly influences the dynamics, pattern and direction of talent management in the medium sized enterprises in Uganda.

With respect to technological advancement, the coefficient is $-0.32(p<0.01)$ for the medium sized enterprises that reported bad technological advancement, which is less than that for those that reported best technological advancement. This means that medium sized enterprises that reported bad technological advancement had lower odds of being in higher talent management categories than those which reported best technological advancement. Further, the coefficient is $-0.69 (p<0.01)$ for medium sized enterprises that reported very bad technological advancement, which is less than that for those that reported best technological advancement. This means that medium sized enterprises that reported very bad technological advancement had lower odds of being in higher talent management categories than those which reported best technological advancement.

Deriving from the linear regression analysis in table 36 (Appendix A), the developed talent management model is indicative that medium sized enterprises which are in possession or in application of bad and very bad technologies in their internal business processes are in the lower segment of talent management. In specific terms, the developed talent management model reveals that there is a positive correlation between the level of technological advancement employed in the internal business processes and talent management categories in the medium sized enterprises in Uganda. This aspect of the model, technological advancement, is consistent with the management literature, specifically, the case of Pharma Company in India. In this business entity, the talented people demanded higher generations of technologies more or less similar to those engaged by multinational enterprises. The promoters of the business entity positively responded to the said demands in order to attract and retain talented people in the internal business processes (Sharma & Bhatnagar, 2009). Therefore, it can be induced that technological advancement positively influences the propensity of the medium sized enterprises to attract [identification] and retain [retention] talented people. Technologies and talent people do enhance enterprise performance through improved productivity and effectiveness, which in turn positively impacts on survival, growth, development and competitiveness (Downs & Swailes, 2013). The extraordinary performance, because of good technologies and the ability to attract and retain talented people, has a multiplier effect in that, the enterprise is made capable of attracting other talents, which in turn, makes it more competitive in the short and long term (Grobler & Diedericks, 2009). The grand finding of the study is that technological advancement, an enterprise characteristic, influences talent management in the medium sized enterprises in Uganda.

For ownership structure, the coefficient is 0.43 ($p < 0.01$) for medium sized enterprises with public-private partnership compared to those in family business. This means that medium sized enterprises with public-private ownerships are having higher odds of being in the higher talent management categories than family businesses.

Based on the linear regression analysis as detailed in table 36 (Appendix A), the developed talent management model reveals that ownership structure is also an influencing factor or determinant of talent management initiatives in the medium sized enterprises. In this horizon, the analysis shows that medium sized enterprises in the public-private ownership structure are in higher probabilities of being in higher talent management categories than those enterprises in other ownership arrangements. These results reflect that public-private enterprises are in higher propensity of being in higher involvement in talent management initiatives/ programs compared to those medium sized enterprises under other ownership structures like family businesses, shareholding, joint venture foreign, joint venture local, and those under the ownership structure herein classified as Others. The results indicate that the Public-Private Partnerships constituted 2.46 percent of the sampled medium sized enterprises. The fundamental question is “Why are Public-Private-Partnership medium sized enterprise highly involvement in a talent management agenda?” The answer is derived from chapter two of the thesis. Uganda has a vision, Vision 2040 under the title “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”. In this big dream, Private Sector is singled out as a key partner in the attainment of Vision 2040. In this regard, the GoU adopted the public-private partnership structure to propel Vision 2040. Based on this analysis, it could be argued that the public-private partnership enterprises are structured on a long-term horizon and this influences the odds in talent management initiatives. The striking finding of the study is that ownership structure, an enterprise characteristic, influences the dynamics, pattern and direction of talent management in the medium sized enterprises in Uganda.

For location, the coefficient was 0.26 ($p < 0.01$) for medium sized enterprises in rural areas compared to those located in the urban areas. This means that medium sized enterprises in rural areas are having higher odds of being in the higher talent management categories than those in urban areas.

Derived from the linear regression analysis in table 36 (Appendix A), the developed talent management model reveals that medium sized enterprises located in the rural areas are

associated with higher involvement in talent management initiatives. These results are consistent with management literature that talented people tend to have preference to stay in areas with developed amenities [urban areas] and near their customers (Kaewsaeng-On, 2016; Florida, 2010; Lucas, 1988). Furthermore, Uganda as a developing country did experience rural urban migration (Ernst & Young, 2010). Based on these two scenario, it is logical to advance that rural based medium sized enterprises are highly involved in talent management [i.e., talent identification, leadership talent development, talent development for hard to fill positions, higher position talent development, cohort of talent development, talent utilisation and reward management] than those enterprises in urban areas because it is the only visible strategy for sustaining enterprise survival, growth, development and competitiveness. It is cheaper for enterprises to develop talents internally than external hiring (Cappelli, 2009). The grand finding of the study is that location, a factor of enterprise characteristics, influences the dynamics, patterns and direction of talent management in the medium sized enterprise in Uganda.

For performance rating of medium sized enterprises, the coefficient is -1.55 ($p<0.01$) for medium sized enterprises that reported bad performance rating, -0.35 ($p<0.01$) for medium sized enterprises that reported average performance rating, and -0.29 ($p<0.01$) for medium sized enterprises that reported good performance rating. These coefficients are less than that for those that reported best performance rating. This means that medium sized enterprises that reported bad, average and good performance rating have lower odds of being in higher talent management categories than those that reported best performance rating.

This linear regression results as reflected in table 36 (Appendix A) indicates that medium sized enterprises whose performance rating was classified as bad, average and good were associated with inferior possibilities of being in higher talent management categorization. These results also reflected that medium sized enterprises whose performance rating is above good are in higher propensities of being in higher talent management initiatives compared to those whose performance rating is below good. The developed talent management model depicts that the higher the performance rating of the medium sized enterprises, the higher the propensities involvement in talent management activities such as talent identification, leadership talent development, higher position talent development, talent utilisation, developing talents for the hard to fill positions, cohort of talents and reward management. These results are consistent with the management literature. When the enterprise is staffed by people whose overall performance is below average, the net performance of the enterprise

goes down, and overtime it worsens, having a multiplier effect on the short- and long-term talent management agenda (Axelrod, Hanfield-Jones & Michaels, 2002). Furthermore, these results are also consistent with the performance of Sun Trust Bank in South Africa and the way it was managed. The bank registered poor overall performance resulting from the way it was management. When the overall performance was declining, the involvement in talent management activities was also poor (Joerres et al., 2007). In the same vein, the unanimity amongst managers of enterprises is that talented people are the source of value creation, high performance and innovations which in turn accelerates competitiveness, customer satisfaction, improved sales, expanded market share and enterprise competitiveness (Evans, 2011; Grobler & Diedericks, 2009; McCauley & Wakefield, 2006; Axelrod et al., 2002). Based on this management literature, it could be adduced that medium sized enterprises whose performance is rated as bad, average and good are not staffed with talented people and this, on the onset, implies lower involvement in the spectrum of talent management. These results are also consistent with the supply chain model of talent management. The model stresses that the first risk occurs when the enterprise consistently experiences a mismatch of employees and skills. This business situation unfolds into insufficient talents [talent management] to meet enterprise demands and associated requirements, registering poor performance. In totality, there are inherent costs incurred by the enterprise as a result of underperformance (Cappelli, 2009). In essence, the grand finding of the study is that performance rating of the enterprise, a managerial characteristic, influences the dynamics, pattern and direction of talent management initiatives in the medium sized enterprises in Uganda.

For leadership style, the coefficient is -0.25 ($p < 0.01$) for medium sized enterprises that reported having top down leadership. This is less than that for those that reported having participatory leadership. This means that medium sized enterprises that reported having top down leaderships have lower odds of being in higher talent management categories not sure, agree, and strongly agree than those which reported having participatory leadership.

These linear regression results as reflected in table 36 (Appendix A) indicates that medium sized enterprises practicing the top down leadership style have lower probabilities of being in the higher talent management categorisation. This is in comparison with those enterprises with the participatory leadership style. These results unfolded that top down leadership style is not an appropriate style for enhancing higher talent management initiatives in the medium sized enterprises in Uganda. The findings are consistent with a study which established that transformational leadership is significantly related with talent management in the SMEs

(Onyango, 2015). Menkes (2005) stressed that it is the leadership challenge which to a certain extent explains why a number of CEOs of enterprises have been keen on the talent management agenda. Jack Welch, the former CEO of General Electric, upheld talent management by devoting approximately 60 per cent of his working time to issues related to talent development programs and initiatives [talent management]. He was keen on identifying the talented ones, mentoring them, and participating [participatory approach] in designing appropriate training programs and associated initiatives focused on leadership development, among other aspects. Therefore, for an enterprise to succeed in talent management, participatory leadership style and transformational leadership is deemed the most appropriate leadership style. Thus, in order to intensify talent management categorization, medium sized enterprises have to apply an appropriate leadership styles which does not have elements similar to those of top-down leadership styles. The striking finding is that leadership style, a managerial characteristic, influences the dynamics, pattern and direction of talent management in the medium sized enterprises in Uganda.

Regarding Owners participation, the coefficient is -0.33 ($p < 0.01$) for medium sized enterprises that reported having low Owners participation, which is less than that for those that reported having very high participation of owners. This means that medium sized enterprises that reported having low Owners participation have lower odds of being in higher talent management categories than those which reported having very high participation of owners.

In connection with the linear regression analysis as detailed in table 36 (Appendix A), the results indicated that medium sized enterprises which experiences lower owners' participation in the day-to-day management have also lower probabilities of being in higher talent management categorization. This is in comparison with those medium sized enterprises having higher Owners involvement on daily basis. The majority of the medium sized enterprises, 42.28 percent of the sampled enterprises, were family-based business entities; followed by joint venture – local (20.7%) and shareholding (10.47%) (Figure 6). In this regard, Reid & Adam (2001) conducted a human resources management survey of practices within family and non-family enterprises in Northern Ireland. In this investigation, it was established that family-based enterprises involvement in human resources was limited by organisational capability to implement human resources policies and practices, in comparison to those enterprises where ownership was non-family. In essence, the family-based enterprises tend to have

structural issues which limits their engagement in talent management. Consistently, it could be argued that the family based medium sized enterprises were generally lacking in the four dimensions of the TDPA. That is to say, in the ability to define and classify talent requirements for a specified period of time, say for five, six or seven years; to develop a clear path on how people with potential should be engaged and developed into high performers; to have human resources management systems and processes which allowed employees with potential to realize their anticipated level of performance; and to have in place structured training programs to facilitate talent development initiatives (Gandz, 2006). Therefore, it could be argued that the general lack of management systems and the failure to adhere to the four dimensions of the TDPA was substituted by the owners/promoters' participation in the day to day management, more so in decision making, talent management inclusive. Thus, where the owners' involvement in the day to day management was lower, the end result was a lower involvement in talent management initiatives. The striking finding of the study is that owners' participation in the day to day management, a managerial characteristic of the study, influences the dynamics, pattern and direction of talent management in the medium sized enterprises in Uganda.

For academic attainment of the assistant general manager or assistant chief executive officer, the coefficient is -0.63 ($p < 0.01$) for medium sized enterprises that had one with secondary education. This is less than that for those that had one with a doctorate. This means that medium sized enterprises that had an assistant general manager with secondary academic attainment have lower odds of being in higher talent management categories than those having a general manager with a Doctorate.

Finally, the linear regression analysis as detailed in table 36 (Appendix A), reveals that those medium sized enterprises with an assistant general manager or assistant chief executive officer who had attained secondary level of education are in lower odds of higher talent management segments than those with assistant chief executive officer who are holder of Doctorate degrees. These results are consistent with the management literature. Ramachandran et al. (2009) stressed that indigenous enterprises whose managers/owners have attained university education have a high propensity to grow and develop at a faster rate, in comparison to those who had not attained such a level. Indigenous enterprise promoters with university education attainment endeavour to start much larger enterprises than those who did not attain university education [degree]. It was further emphasised that university education attainment tends to have a correlation with a larger size at start up (Ramachandran et al.;

2009). Based on this illustration, it could be argued that those managers with lower academic attainment tend to lack the dynamism and this influences their involvement in talent management, thus the results. The striking finding is that the academic attainment of the assistant general manager, a managerial characteristic, influences the involvement and direction of talent management in the medium sized enterprises in Uganda.

5.22.3 Conditions for the application of the talent Management model

The researcher held the opinion that the developed talent management model for medium sized enterprises can best be applied under similar socio-economic conditions in which it was developed. Consistently, the conditions stated below were framed:

1. The economy of the country is liberalised, operating in a globalised competitive business environment;
2. There is evidence that the government of the country has put in efforts to cause efficiency in the economy through legal frameworks and related service delivery support;
3. The country is classified in third world category or an emerging economy;
4. The economy has a recognised high unemployment figures, more so among the youth;
5. There are varying ownership structures of the medium sized enterprises;
6. A medium sized enterprise is that one which employs between 50 – 100 employees;
7. The core engagement of the medium sized enterprises includes but not limited to health, education, manufacturing, hospitality, construction, food processing, to mention but a few.
8. The medium sized enterprises are located in urban, pre-urban and rural areas of the country;
9. These enterprises are private sector dominate players in the economy;

5.23. Qualitative Data Discussions and Findings

5.23.1. Introduction

This section is dedicated to providing qualitative research discussions and findings arising from the second phase of data analysis for this study of talent management in the medium sized enterprises in Uganda. Qualitative data was structured to arise from the emerging themes of quantitative data analysis. The whole agenda of qualitative data analysis is to provide an in-

depth understanding of the underlying factors influencing the emerging themes (Yilmaz, 2013; Neuman, 2013; Saunders, 2011; Leedy & Ormrod, 2013; Strauss & Corbin, 1998) aspects of talent management in the medium sized enterprises in Uganda.

5.23.2. Background

The qualitative design and methodology detailed in Chapter four of this thesis was applied. Specifically, the participants were interviewed using a semi structured interview technique. This approach was adopted because the researcher deemed the participants to be highly knowledge in the field of SMEs and management. Therefore, there was no need to straitjacket their responses for the good of the study. Before presenting the qualitative results and findings, the researcher profiled the participants. It is important to appreciate that the profiles of the participants were not indicated in chapter four because there were not predetermined. This was because the study adopted the theoretical sampling technique. It is the attainment of the saturation point which influences the number of the participants and not the other way around.

5.23.3. Profiles of Participants

The participants were mainly drawn from management and SMEs circles in Uganda. The researcher took a decision to interview “high profile” participants because the responses required needed a combination of knowledge and experience viewpoint.

One of the participants was the CEO of an entity which provides technical, capacity building and organisational development support to small and medium sized enterprises in Uganda. This organisation was being funded by member entities [enterprises] and development partners. The participant had served the entity for over 17 years as the CEO. Prior to that engagement, he served as the Head, Project Implementation and Monitoring of a regional development bank for over three years. It is estimated that he had interacted with over 100,000 small and mediums sized enterprise in the Eastern African region, in the course of performing his duty. It was this imbedded managerial experience which was deemed critical to this study of talent management in the medium sized enterprise in Uganda. This explains his inclusion as a participant. The second participant was the Head of Department of one of the Departments in Psychology and Humanities at Makerere University, a holder of PhD from one of the high-ranking universities in South Africa. He lectured human resources and organisational psychology and had interacted with medium sized enterprise in Uganda, through one of the employer’s organisations for over

10 years. Besides, he had been involved in capacity building, reorganization/restructuring and strengthening of SMEs. He had also supervised students at master's and doctoral level in the field of enterprise management. This vast experience was weighed by the researcher and found to be extremely relevant to this study, thus his inclusion as a participant. The third participant was a senior lecturer at the Uganda Management Institute. A holder of a graduate degree in business administration with strong inclination to business development and SMEs in developing economies. He had over 10 year's interactive experience with small and medium sized enterprise in the East African region. This was mainly through research and consultancy services. To the researcher, this wealth of knowledge and experience was deemed relevant to the study. This explain his inclusion as a participant. Another participant was a retired University Professor. He is an authority in organisational psychology. He had over thirty years teaching and research experience in enterprise management, both large and SMEs in emerging economies. His experience in business management plus research was considered extremely relevant by the researcher. This explains his inclusion as a participant in this study of talent management in medium sized enterprises in Uganda. The fifth participant was a PhD holder, an economist and a lecturer in the Department of Entrepreneurship at Makerere University Business School. Before pursuing a career in academia, he had served for over 15 years in various medium sized enterprises in the private sector of Uganda. This hands-on experience coupled with scholarly inclinations forced the researcher to purposively sample him for the study. The sixth participant was a PhD holder, a lecturer at Makerere University. He had reviewed the GoU policies pertaining to private sector development, and supervised students at masters and doctoral level in the field of enterprise management and development. To the researcher, this experience was deemed to be in line with this study. This explains his selection as a participant. It so happened that all the participants were drawn from Kampala District. This was because the capital city has the highest concentration of business and management experts in the country. Finally, the researcher held a strong opinion that the above-mentioned participants were experts in the field of business management, with specific reference to SMEs and this justified their inclusion in this study of talent management in the medium in Uganda. In essence, the researcher concluded that their participation in the study intensified credibility (Lincoln and Guba. 1985).

5.23.4. Research Question One - Qualitative Aspects

The quantitative data analysis unfolded that medium sized enterprises centred on

identifying talents through the high performers. The researcher considered these results as an emerging theme of the study. As a result, a qualitative based question was framed:

Medium sized enterprises in Uganda do concentrate on identifying talented employees through the high performers rather than other talent identification processes. Based on your expertise, why is this the trend or the modus operandi?

Summary of Interview data on talents identification through the high performers

The data analysis revealed that human resources management practices practiced by large enterprises/corporations were mainly based on structures which have a significant impact on talent identification and overall talent management. These large enterprises do have structures, systems and processes that supports the human resources management function. On the other hand, the human resources management function in the medium sized enterprises is different from large enterprises because it is not necessarily based on structures. This is a major contributor to the inclination of identifying talents through the high performers.

The analysis also revealed that the practice to have high inclination to identify talents through the high performers is a natural one, to search the best, someone capable to generate the required results within the shortest time possible. It was revealed, in verbatim that:

..... You see the problem is a general trend that people will always want to get the best. The best is somebody who can easily show results. So, that's a general trend. That's, that's humane; that is human, that people will tend to get the best people. The observable best people. (00003).

In analysing qualitative data associated with talent identification through the high performers, it unfolded that there is a general failure on the part of these medium sized enterprises to have a concrete definition of talent. The enterprises do not have a structured definition on which to base management decisions in the talent identification processes. This failure to define talents well blinds the medium sized enterprises to identify talents through the higher performers.

Qualitative data synthesising did indicate that the medium sized enterprises are fundamental operated to generate money within the shortest period possible. The urge to make money at the

expense of talent management in the medium sized enterprises is a contributing factor to why there is a high inclination to identify talents through the high performers' window.

Theoretical Saturation Point: Identification of talents through the high performers

The theoretical saturation point revealed that medium sized enterprises in Uganda were inclined to identifying talents through the high performers. This is because in their management setup, there exists a clear distinction in human resources management practices of established corporations/large enterprises and medium size enterprises. This finding is consistent with management literature as detailed by management scholars, for example, Scullion and Collings (2011), and Iles, Chuai and Preece (2010). These medium sized enterprises do not have in place all those functions and structures, which enhance or support human resources management as it is known in the well-established multinational corporations and large enterprises. In verbatim:

.....They do not have the necessary resources and structures in place. They generally want to get finished products. (00002).

In specific terms, human resources management systems in the medium sized enterprises are mostly not supported by secure management structures and systems. The management systems are not well developed to enable other talent identifications processes to be applied therein. It is this management situation which fundamental drives the medium sized enterprises to endeavour to engage employees who are deemed to be high performers rather than to employ those people with latent talent and potential, which needed to be nurtured and developed with the view to enhance competitiveness.

In addition, it was found that medium sized enterprises are driven by the urge to maximise returns on investment in the shortest time possible. Consequently, this impulse to maximum returns on investment drives these enterprises to concentrate on identifying talents through the high performers. Given this scenario, the participants stressed that the way people are managed in the medium sized enterprises and the way the human resources management function is handled is informed by the urge and determination to maximise returns on investment in the short run. These medium sized enterprises are keen at employing high performers who are likely to have or are expected to have an immediate and positive impact on the enterprise

performance and competitiveness. In verbatim:

..... most of the organisations [enterprises] in that category have not defined talent well. They see talent in terms of individual productivity. They see talent from the perspective of productivity. So, they tend to measure talent in terms of productivity. So, they want someone who demonstrates such behaviours (00006).

The findings [saturation point] also indicated that the practice to engage high performers is also informed by the need to minimise costs in the field of staff training and development. The agenda of the medium sized enterprises is not to invest in human resources as a strategy to sustain competitiveness. These enterprises are not willing release financial resources. In summary:

...they don't want to add value to other people; they want finished commodity.... (00003).

The work practice of medium sized enterprises to identify talents through the high performers, is in line with the principle of “making and buying” of the supply chain model of talent management (Cappelli, 2009). However, the component of “making” the talents as stressed in the principle is evidently foreign to these enterprises. Apparently, “making” talents is not fully integrated in their management systems and this is the point of departure from the model. The first principle, “making and buying” stresses that enterprises start with their best people and eventually evolve mechanisms to develop [make] talents. However, this is not the case with the medium sized enterprises in Uganda. Their intentions and practices are to start and continue with the high performers in order to maximise returns on investments. This work practice does not form a firm foundation on which categories of talents needed to be enhanced and internally development stand. The point of departure from the model is that medium sized enterprises are stuck with the notion of identifying talents through the high performers without giving due consideration to identify and develop latent talents and potential internally. This approach to talent management initiatives has long term negative effects on the overall performance and enterprise competitiveness. It also has cost implications in terms of talent management because the supply chain model of talent management emphasises that talents nurtured in-house are relatively cheaper than those hired from the open market (Cappelli, 2009). From the researchers view point, the medium sized

enterprises are challenged when it comes to talent identification. Although the quantitative data revealed high inclination to talent identification through the high performers, and the study revealed the underlying factors of the phenomenon, the investigator strongly believe that talent identification in the medium sized enterprises is still a challenge. This is because those people identified as high performers do not necessary sustain the high performance mainly because the management systems needed to enhance the required sustainability are missing therein. Either the identified talents are poached by other enterprises or the anticipated high-performance levels drop and consequently, the medium sized enterprises do not grow and develop at the required or anticipated rate in the eyes of the promoters. This situation is likely to explain why there is a high mortality rate of the medium sized enterprises in emerging countries.

Summary of Interview data on recruitment as a major aspect of talent identification

Quantitative data analysis in relation to research question one unfolded another emerging theme of the study. The researcher formulated a qualitative based question: *Talent identification processes in the medium sized enterprises tend to concentrate on recruitment. This is to say, the medium sized enterprises endeavour to identify talented people at the recruitment stage. Why is this the pattern?*

Qualitative data analysis revealed that medium sized enterprises are not in the know in as far as the practical approaches to handling human resources management issues. Secondly, the enterprises are not strategically focused to develop talents. These two management aspects play a fundamental role in influencing the high trend of recruitments in the medium sized enterprises in Uganda. These enterprises are always looking for ready-made human resources and this a contributor to the observable recruitment practices. In verbatim:

..... they don't know how to go about it. Either we don't know, or we don't want to develop. For we want ready to use human resources, but it means they will always by-pass the other steps that are involved in talent development, talent identification; because talent is usually found not at its best, but you identify and see if it is developable and then you start developing. (00006).

Qualitative data analysis also indicated that human resources practices that are appropriate for these types of enterprises [medium sized] are not similar to those of formal enterprises which

tend to have all the necessary structures to enable the human resources management function. This management impediment or drawback influences the inclination to recruitment as a source of talent identification in the medium sized enterprises. Thus, the high inclination to recruitment appear to be a trade off to the weak management systems therein, in as far as people management is concerned. The data analysis also revealed that the concept of talent management is relatively foreign to the medium sized enterprises. This drives them to concentrate on recruitment as the most appropriate source of talent identification. Another aspect which emerged out of data analysis in relation to recruitment is the way medium sized enterprises perceive academic attainments in relation to talents. The medium sized enterprises tend to believe that those who have attained university qualifications are talented ones.

Theoretical Saturation Point: Recruitment as a major aspect of Talent Identification

The results [saturation point] unfolded that there exists a strong belief among the medium sized enterprises that there is a positive correlation between academic performance at institutions of higher learning and talent(s) at the workplace. The medium sized enterprises are inclined to believe that good academic performers transcend themselves into talented employees at the workplace. This “business logic” is more influenced by the fact that the vast majority of the medium sized enterprises in Uganda are basically output based and therefore, it is a bit easier to relate talents to individual output. In verbatim:

They think that people who have performed very well with good degrees are likely to be talented....” (00003).

The analysis also zeroed on the practice of poaching skilled and talented employees being on the high side in the economy of Uganda. Enterprises, irrespective of their sizes, are more engaged in poaching than developing talents. This agenda influences their search for talented people through recruitment practices than the application of other talent identification processes, for example, identifying latent talent. Given that poaching is deemed to be a major human resources management practice in the private sector of Uganda, the medium sized enterprises are no exceptional. The analysis of this practice was concluded in verbatim as follows:

But also, the practice in Uganda, there is a lot of poaching from, at every level even in SME sector. If they find a talented worker even in the

music sector they don't want to develop, but they just poach and plant. I think that explains why there is that HR, HR practice. (00006).

The quantitative findings in relation to recruitment as a source of talent identification are in line with management literature (Hiltrop, 1999; Axelord et al., 2002; Hausknecht et al., 2009). However, the qualitative findings unfolded over-reliance on recruitment as a source of talent identification. These medium sized enterprises tend to suffer costs as a result of external hiring in comparison with developing talents internally (Cappelli, 2009) and this is the point of departure. The said costs are likely to have negative impact on medium sized enterprises in terms of survival, growth, development and competitiveness. From the researcher's perceptive, the qualitative investigation tends to inform that medium sized enterprises do suffer from "recruitment fatigue" and this has negative effects in the search for talents. The medium sized enterprises are engaged in frequent recruitments and poaching, and this is likely to affect their ability to concentrate on what to look for during the recruitment processes, resulting into engagement of people who are not necessarily talented. You cannot get it right always all the time and this negatively impacts on enterprise survival, growth, development and competitiveness.

Summary of Interview data on management systems capable to assist in talent identification

Furthermore, in relation to research question one, statistical data analysis generated another emerging theme that - medium sized enterprises with management systems to assist in talent identification was rated average. Consistently, the researcher framed a qualitative based question:

Apparently, the number of medium sized enterprises in Uganda with management systems capable to assist in talent identification can easily be rated as "average". Based on your expertise, why is the case?

The qualitative data analysis revealed that overall, the medium sized enterprises are transiting to be become large enterprises. In this transition, there are a number of management policies, procedures and systems which are lacking in the management setup. This explains the identified lack of management systems capable to assist the enterprises in talent identification. In verbatim:

.....on talent or pool of talent and the system you have in place. So, to me I think, aah it is because they are in that transition. They are transiting to the systems which describe large corporation, but they are not yet there. They are still moving their own So, to me, it is the nature of what they are that sort of explains that, their transition kind of enterprises. Because I don't think even they themselves are contended with the position of being medium. I don't think they, I think that there are not, when you look at their, when you look at their vision and mission. (00002)

The qualitative data analysis further recognised the lack of prudent management systems to assist the medium sized enterprises in talent identification. However, the persistent existence of this lack of management systems to assist in talent identification processes is attributed to poor leadership in these enterprises. Leadership is the innovation capability statement of the medium sized enterprises. It is affirmed that leadership skills are still lacking in the public and private sector of Uganda and this has a bearing on the general lack of management systems. The data analysis also attributed the general lack of management systems to the historical perceptive of enterprise development in the country. Uganda's economy almost collapsed in recent times when the Asians were expelled. All these happening had snowball effects, resulting in the nonexistence of management systems in a significant number of medium sized enterprises. In verbatim:

..... You must also know that our businesses our enterprises are where there are have come from are just taking shape of recent it is just taking root. If you follow the history of Uganda; we had a lot of challenges in our economy. So, the main focus actually has not been on, on developing people. The economy had its own challenges. So, as, as you see it now there has not been a focus on, on developing talents. Just I give you an example you see most of the small and medium enterprises have been dominated by Asian who dominated most of the businesses. Now the indigenous Uganda and business community who are building up small enterprises; they are still learning the acumens; they are still learning the business, how to do business, how to develop enterprises and this is

something very young. So, we must get to know where we are coming from. Then building on this, many of them are still learning how to appreciate that; actually, talent is the main, is the, the cornerstone is the bedrock of developing a business. Not many of them have come to appreciate to get to know that, unless you build on talents, you nurture them, you develop them, you sustain them; even your enterprise cannot succeed. Then they will come to appreciate to learn.... (00005)

Theoretical Saturation Point: Management systems capable to assist in talent identification

The analysis of qualitative data revealed that medium sized enterprises and Uganda as a whole are still amateurs at the trade. They have ill-trained and incompetent personnel in leadership positions. At the same time, these positions are critical for developing and implementing management systems capable to assist in talent identification. In verbatim:

...the structure, the systems that are in place may not be having the right people to switch the system. The way we trained our human resources matters. Do we give them the right skills to go and manage the systems properly? I think that should be one of your recommendations at the end of the day. We don't give people practical HR skills... (00003)

.... leadership is the key word for anybody who is a leader and for that matter who is an entrepreneur. The word is influence. You have got to get a way of influencing me to begin to flow with what is right... (00007)

..... somehow, they move on. So, having systems with wrong people could even be worse but also people need to appreciate the function. Somebody may have a system and they do not believe in it. Yah, after just having a modern manager and they don't have HR, accountant but they don't even believe in them. They say it is for formality. (00003)

Furthermore, the theoretical saturation point revealed that medium sized enterprises have poor talent management traditions and practices, and this has a bearing on the evolution and implementation of management systems capable to sustain people management. They have

tendencies to look for cheap labour. These medium sized enterprises have ill-prepared founders, who do not recognise the human resources function as a key player in growth and sustainability. Consequently, talent identification is not accorded the due attention it deserves.

Management literature illustrates the importance of human resources management systems in talent identification (Gandz, 2006). Management systems in turn has a positive bearing on enterprise growth, development and competitiveness. However, the point of departure is that a significant number of medium sized enterprises are not keen or have no management systems worthy to talk about. This failure is attributed to structural issues in the education system of the country; the failure to engage competent people in the human resources management function, which in turn aggravates the matter and poor leadership in the medium sized enterprises in Uganda.

Summary of Interview data on human resources planning and talent requirements analysis in talent identification

Lastly, arising from quantitative data analysis in relation to research question one, the emerging theme was that the number of medium sized enterprises involved in human resources planning and talent requirement analysis is low. In response, the researcher framed a qualitative based question below:

The number of medium sized enterprises involved in human resources planning and talent requirement forecasting is very small indeed. This is to say, the majority of the medium sized enterprises in Uganda are not involved in human resources planning and talent requirement analysis. Why are the medium sized enterprises in Uganda managed that way?

The qualitative data analysis revealed that the low engagement of medium sized enterprises in the management aspects of human resources planning and talent requirement analysis is attributed to the qualitative of business leaders engaged; and the failure to adopt modern management practices with the view enhance efficiency and competitiveness. This management challenge is pronounced in the public and private sector of Uganda. In verbatim:

.... the problem is still the same. The leaders' aah a good percentage

of the leaders are not bothered with modern management because when you see the way these companies are managed really, they are still lacking. The good example is Makerere University; you would expect that with all this knowledge around and so on aah, to Makerere University would be run on modern management ways but you have heard people complaining about the way it is managed. So aah, most companies are existing but when you look at their management, the leadership, things are not done in a modern scientific manner aah there are people, the attitude and the skill is, is like..... (00004).

The analysis also unfolded the low engagement of medium sized enterprises in management aspects of human resources planning and talent requirement analysis. It is attributed to a general lack of business philosophy on which these business entities are hinged on. The overall philosophy of business planning is very low indeed, with specific reference to human resources. In verbatim:

.... Now, if your philosophy is to simply say I am, this is my job here I have just come to give jobs to my people, you don't plan. You just receive employees as they come. Your auntie will come and say you know, you see this boy here, your cousin here finished studies in Malaysia. He can do anything in your super market. Can you give him what to do? The next day you say auntie you bring him we shall see what to do. That is ad hoc. You don't have a space for him, there is no need for him. There is a philosophy which says, to hire the person you need not that person you want. You may want. You may want everybody to be employed. But does your business need everybody? Does it need them? Does it need them? Your business simply is saying I am in the business of delivering tea on Lumumba Avenue. There are three other players doing the same. How will people choose my gate and come and sit at my restaurant? They will not come to sit at your restaurant because you provided the best jobs to women, the youth, and your relatives. No. They come in there because the experience they got the last time they were there was pleasant. Or because somebody who was there before them says when you reach Lumumba Avenue, go to a place called at 62. That place is better than Piato.

Now that selection when they do the referral, they don't refer and say because Piato they employ more relatives than the other side. They simply say the experience was good. So, poor planning is informed by wrong perception on what it takes to have an HR in your business. You don't employ people to just give them jobs nor are you employing people to be a good man in the community. You employ people to create people who have the talent and who have the ability to harness their talents to make you competitive. (00007).

The way jobs are formulated and offered to people reflect that the business philosophy on which these medium sized enterprises are framed on is not competitive and has inbuilt forces of self-destruction.

Theoretical saturation Point: Human resources planning and talent requirement analysis in talent identification

The theoretical saturation point publicises that human resources planning, and talent requirement forecast is not accorded serious attention in the medium sized enterprises in Uganda. This finding is contrary to management literature as detailed by Ruse & Jansen, (2008). The point of departure is that medium sized enterprises consider the function of human resources planning and talent requirement analysis to be simple, a task taken for granted, to be performed by any person in authority therein. In verbatim:

..... everybody thinks he is a human resources manager. They don't think that human resource planning is useful. They take it for granted... (00003).

It was found that business leaders in the medium sized enterprises are not bothered with human resources planning and talent requirement analysis. This fundamental aspect of people management is not an integral part of their agenda to manage these enterprises. Human resources planning, and talent requirement analysis is not viewed as part of the business spectrum to drive enterprise success. The owners or promoters of these medium sized enterprises do not have a business mind-set which involves long term planning in their business agenda. Therefore, it is logical to assert that the medium sized enterprises are operated on "day to day" basis rather than having a short and long term documented agenda

to be followed in the field of people management.

It was found that macroeconomics framework of Uganda is a contributor to the low involvement of the medium sized enterprises in human resources planning and talent requirement analysis. The country [Uganda] is relatively operated in an informal economy, with a risky macroeconomics environment which tends to make human resources planning a non-business venture. In verbatim:

.....and two, we still operate in a risky environment..., not in terms of business risk but macroeconomics risk, financial instability, market instabilities. It means that the level of professional recruitment is still poor because someone does not hire professionals when he is not sure about the life of the business in next 10 years... (00006).

The relevance of human resources planning, and talent requirement analysis is well documented by management scholars. However, the point of leave-taking by the medium sized enterprises in Uganda is influenced by the business mind-set of not according the human resources management function a strategic position in enterprise management. Secondly, the macroeconomics of the country tends to affect the operations of the medium sized enterprises and in turn human resources planning and talent requirement analysis is not accorded the due attention it deserves.

5.23.5. Research Question Two – Qualitative Aspects

During quantitative data analysis, it emerged that medium sized enterprises in Uganda have a high predominance to finances. The researcher viewed this inclination as an emerging theme for the study. Consistently, the qualitative question below was framed:

Because of the stiff business competition, the trend is for enterprises to place a lot of emphasis on human resources. This is because of the inherent belief that business success is best attained through human resources. However, this is not the case with the medium sized enterprises in Uganda. They do place a higher emphasis on finances than anything else. Based on your expertise, why is this so?

Summary of Interview data on high emphasis on finances in comparison to human resources

The qualitative data analysis revealed that the inclination to finances is more to do with the business perception towards the human resources function itself in these enterprises. All these things, like continuous apathy of staff all the time, is because the promoters of these enterprises perceive them from money angle and this influences how people are managed. In verbatim:

..... Because they lack the understanding that the raw material, the basic raw material that you need to have in a business is human resources to begin with. So, we here tend to believe in capital. How much money do I have to do this business? Then the people to the business is secondary. You see that? (00002).

The analysis also revealed that promoters and the general public at large are more money inclined in their business operations and outlook. The reality that it is the people who are responsible for enterprise success is not fully appreciated and understood. In verbatim:

People believe that by snatching money, you are going to be important but soon or later you will discover that the company crumbles and even the managers crumble. So it's true that people are ignoring human resources because aah it does not pay dividends quickly when you invest in human resources but when you snatch cash in the morning you have milk, your students are going to school so aah we need to twist now we need to turn round this mentality and invest in human resources rather than money because as you know money is not everything money cannot, cannot solve all the problems. It does not make the workers to perform. (00004).

Theoretical Saturation Point: The high emphasis on finances in comparison to human resources

It was found that overall, management teams in charge of the human resources function in the medium sized enterprises are not up-to-date with new trends in their profession and this is the point of departure. The general lack of capacity to spearhead people management function

negatively affects human resources strategic role(s) in enterprise day-to-day management and talent management in particular. This is contrary to management literature (Lawler III and Worley, 2012). Secondly, the promoters or the vision bearers of the medium sized enterprises regard human resources management as a secondary form of capital/resource to start/run a business. They hold the belief that the return on investment in human resources is not quick enough and yet the desire to have rapid returns is the promoters' driving force in the medium sized enterprises. In verbatim:

.....people not feeling HR playing its strategic role as a business partner is also coming because of the kind of practitioners who are not able to fit in those shoes; maybe the shoes are too big... (00002).

The theoretical saturation point unfolded that there are no national guidelines on minimum wage and yet there is abundant labour on the market. This demographic situation leads the medium sized enterprises to abuse/misuse human resources and take it for granted. This management scenario is a deviation or a point of departure from the management literature that line managers are inclined to human resources management and development (Yeung, 2006). In verbatim:

..... you are aware we don't have the issue of minimum wage, we don't have the, the issue of the policy on the living wage in this country. So, aah, with all these gaps in, in this it becomes a big problem. So, the focus is not on building people the focus is on how can you grab eeh, from the people. That is the main focus and, you can't keep grabbing all the time, you cannot build actually I can tell that you cannot milk a cow which you don't feed. (00007).

Furthermore, it was revealed that greed is evident in the medium sized enterprise in Uganda. The promoters of the medium sized enterprises are too greedy to accord human resources the strategic position in the business. The greed phenomenon greatly explains the high inclination to finances than people. In verbatim:

.....one of them is greed, people who as I mentioned to you, those who went for a business to get a miracle overnight are, must, aah what we call we can call it obscene profits overnight. They would want to exploit,

they would want to and over work, they would want to under pay. So, eventually you will find that they will not put emphasis on that. So, the greed is one of them. (00006).

The researcher strongly agrees with the experts. The experts' conclusions are valid and do reflect the reality on the ground. The researcher's opinion is that the background of the promoters of the medium sized enterprises forms the basis of future actions and behaviours. By and large, the promoters of the medium sized enterprises tend to originate from trade. In trade, the issue of financial resources on day to day basis is the driving force. As the individual accumulate financial resources and start up medium sized enterprises, they tend to remain in the same paradigm. They fail to appreciate that the medium sized enterprises shall generate financial resources from a different narrative by taking into account other aspects like human resources. The ball game is not the same and this calls for a change in business mentality which appears to be lacking.

Summary of Interview data on why a significant number of medium sized enterprises do not have in place mechanisms for or leadership development programs

Quantitative data analysis in relation to research question two unfolded an emerging theme that a significant number of medium sized enterprises do not have in place mechanisms for leadership development programs. Consistently, the researcher framed a qualitative based question below:

Overall, a significant number of medium sized enterprises in Uganda do not have in place mechanisms or leadership development programs or are not involved in leadership training for their talent employees. Why?

The qualitative data analysis revealed that medium sized enterprises tend to have a partial understanding of leadership. They tend to view leadership in terms of taking care. These enterprises have not appreciated the role of leadership in sustaining competitiveness and development. In verbatim:

..... of course, what they think is leadership is more to do with taking care of the units like marketing department, what, what. That's the leadership they have. They are not looking at leadership in total.

Leadership as you know provides direction for the organisation... (00002).

The qualitative data analysis also reflected that the promoters of these medium sized enterprise believe that they had enough knowledge and leadership skills to manage and sustain the business entities. They are not long-term business forecasters. In verbatim:

.... Many of our business leaders; they don't think beyond themselves and that is why you will even find that succession planning in business is, is almost not there and because people are just on here and now. But a business has to transcend for example barriers of policies, barriers of markets, challenges and this is done by leaders. Leaders who are able to understand the market forces, leaders who are able to understand the changes for example the demographic changes; for example, now we are having the issue of what we call the dot.com. So many enterprises which are dealing with the issue of IT. If you don't understand the, the need, the preferences, the preferences of the market like within the IT, you will not be able to understand them and eventually that business if you start it will collapse. (00003).

Qualitative data analysis also indicated that medium sized enterprises have a high tendency to ring fence talented people in only those operations where their performance is the highest. In the process, the talented employee is denied the opportunity to evolve a high appreciation of business operations. In the process, opportunities for leadership talent development are lost. In verbatim:

.... aah, my experience is informed that once somebody is good at a particular job, the owner doesn't want the thing to go down. So, he will lock somebody who is so talented in a particular field and leave him exactly that position. Aah, and that now means you are not opening up this person's mind and brain to all aspects of the enterprise. Leadership means opening to everything. (00007).

Theoretical Saturation Point: Why a significant number of medium sized enterprises did not have in place mechanisms or leadership development programs

The analysis revealed that the low involvement of medium sized enterprises in leadership development is perpetually due to the founder/owners. In most cases, the promoters “has low education level” and their appreciation of leadership development for employees is extremely low. This results into the prevailing situation of low involvement in leadership development programs for talented employees. This business approach is a departure from the management literature (Cappelli, 2009; Fulmer et al., 2009; Cohn et al., 2005; Lawler III & Worley, 2012). In verbatim:

**...they still have the hangover of the person who started this thing...
(00002).**

In addition, analysis also revealed that the promoters of these medium sized enterprises are selfish and have a narrow understanding of the concept of business leadership and development. They tend to believe that investing in leadership talent development is likely to benefit the employee more than the business entities [medium sized enterprises]. In verbatim:

**...the one who starts this business thinks that he has enough...
(00003).**

The analysis also revealed that medium sized enterprises are by and large staffed with incompetent/ill-trained managers who do not see or recognize the value of training talented employees in business leadership. These managers do not see the connection between leadership talent development and enterprise competitiveness. In verbatim:

...again, it is the cost. Managers themselves might be ignorant about the role of talent. If the head of department is not informed with the right skills, he is not going to groom those under him... (00004).

Finally, the theoretical saturation point spread out that the whole situation of leadership talent development is also compounded by the fact that some employees tend to exhibit poor attitude towards work. This poor attitude has a negative bearing on leadership talent development initiatives in the medium sized enterprises in Uganda. The employers are at times discouraged. In conclusion, it was said, in verbatim that:

...they ask, “why should I train a manager?” When employees refuse to

listen, fire okay... (00006).

In essence, the point of departure of the medium sized enterprises in Uganda from management literature on leadership talent development initiatives is informed by the promoters of these business entities. The promoters tend not to believe in the values of developing business leaders for the good of the medium sized enterprises. Secondly, there is the general failure of the manager to appreciate the importance of developing their subordinates in business leadership. Lastly, the unwillingness or the poor attitude of the employees contributes to the low occurrence and direction of the leadership development initiatives in the medium sized enterprises in Uganda.

Summary of Interview Data on filling managerial positions with cronies in the medium sized enterprises

In addition, quantitative data analysis in relation to research question two unfolded another emerging theme that the practice of filling leadership positions with buddies prevailed in the medium sized enterprises in Uganda. Consistently, the researcher formulated the corresponding qualitative research question:

A number of medium sized enterprises in Uganda do fill leadership positions by placing them in cronies/buddies.

The qualitative data analysis spread-out that at times, even relatives are side-lined in the process of filling leadership positions in the medium sized enterprises. In verbatim:

.... Hmm, and then you find this one, even relatives are side-lined and there are others who are not relatives, who are not competent are promoted. So, it's not about being relative sometimes there are other explainable reasons but also, I have seen hmm companies where the, the owners and managers trade more on gossip. There, there is a lot of politics in business, in management, in these MSEs than the real reliability on information. So, they tell, we found staff X saying this about you out of ego you demote or (00005).

In addition, the qualitative data analysis revealed that the practice of filling leadership position

with buddies is not only centred in the medium sized enterprises. This management practice can easily be traced in the public domain of Uganda. Thus, it is a cancer eating up the country in terms of business leadership and development. In verbatim:

..... yes, and even in public enterprises. Somebody wants to employee the brother, the sister, the what, because he is earning. The family is going to get more money from the enterprise. So, the issue here is that we lack modern ways of doing, modern ways of doing things. We lack that appreciation that jobs should be done by professional people. So, that is the, very big issue.... (00003).

Theoretical Saturation Point: Why a number of medium sized enterprises in Uganda did fill leadership positions by placing in buddies.

The fullness of qualitative data analysis revealed that the phenomenon of filling managerial position with buddies was informed by mistrust of other people [outsiders]. The promoters then to trust very few people. In verbatim:

...we are stuck in that because of lack of trust. The system is rotten. Your country Uganda is rotten because everybody is stealing left and right. So, you cannot trust anybody. You can only trust your relatives... (00003).

The saturation pointed unfolded that promoters of the medium sized enterprises strongly believe that the relatives are capable of delivering the require business success. In verbatim:

...they believe the relative is going to listen and to push the company to higher heights... (00004).

Lastly, analysis curved to the unfortunate general appreciation of management concept and principles in the economy of Uganda. Overall, the appreciation of management is poor, and this is a contributor to the engagement of buddies in managerial positions. Specifically, the management systems in the medium sized enterprises are not well developed to provide the necessary controls to curtail such actions. The verbatim quote tells it all:

...we are still stuck to that because we are not yet modern; we are still in Stone Age management; we are still villagers; we still think like villagers... (00003).

...we do not have exchange programs within the sector; so, you don't have a benchmarking opportunity... (00005).

In conclusion, leadership development in the medium sized enterprises in Uganda is influenced by the promoters of the business. These promoters, in most cases, believe that they know it all, irrespective of their academic background. To them [promoters], there is no need to develop business leaders. This generates in the engagement of cronies in managerial positions. The researcher's considered opinion is that the phenomenon of engaging buddies has negative multiplier effects on the whole cycle of developing business leaders in these enterprises. It is also important to appreciate that this research finding is contrary to management literature. The literature emphasises leadership talent development and the need to fill leadership positions with competent people (Cohn et al., 2005). The majority of the medium sized enterprises in Uganda are inconsistent with the said management literature.

5.23.6. Research Question Three – Qualitative Aspects

Quantitative data analysis unfolded the issue of job rotation as a working practice in the medium sized enterprise in Uganda. The researcher considered job rotation as an emerging theme of the study and framed a qualitative based question:

Job rotation seems to be an integral part of human resources management practices in the medium sized enterprises in Uganda. What reasons justify this?

Summary of Interview data on job rotation as an integral part of human resources management practices in the medium sized enterprises in Uganda

Qualitative data analysis revealed that job rotation, if well-handled is a brilliant thing in enterprise management and growth. This is because of its linkages to talent development initiatives. It was emphasized that as employees rotate from one department to another, they begin to appreciate why one department is part of the whole entity. In the end, one appreciates

why he or she should not sabotage a colleague in another department. At the same time, qualitative data analysis unfolded a distinct picture of job rotation in the medium sized enterprises. It was stressed that job rotation is not systematically handled in the medium sized enterprise. In verbatim:

..... it is not systematic because if it was systematic then it would not be questionable. Eeh, I know the company where a staff is a former student. He came to me telling me that you know what, I am resigning because they have put me in a department that I do not understand that I did not want to go to but because they have a practice of rotation even when not necessary this person was so good at circulation it is a publishing house. Delivery of newspapers, very good understanding how to deal with the dealers, understanding the drivers, understanding the routes, understand how to deal with people on the routes very good he has moved the company, he had minimised the delays almost by one thousand per cent, now they have also a radio station they have now made him the manager of the radio station. He does not like, he doesn't understand because he feels that is not his thing. Meaning that he is not talented in radio production0006).

Furthermore, qualitative data analysis revealed that although medium sized enterprises are involved in job rotation, the whole process is not strategically handled and integrated into the management spectrum therein. In verbatim:

..... I don't think it is something which they go I would say they don't go into it strategically. Strategically, mean taking it for a long time while saying this is what we are going to be doing for this business, they just go in aah, just to solve the problem they encounter, here and then but not something strategic because I think that is something lacking. If you see for example aah family businesses which have succeeded, in terms of, which started developing and then eventually they come up to medium enterprises, they plan this very well carefully. They get to know that eventually the parents they will grow old. They will reach a point where they will not be able to do what they are doing... (00005).

Theoretical Saturation Point: Job rotation in the medium sized enterprises

The analysis was done on the cheapness of the concept of job rotation in developing talents of employees, which revealed that the medium sized enterprises viewed job rotation as a cheaper strategy to optimize resources in the internal business processes. In verbatim:

...medium enterprises are still not established, they are trying to optimise the resources. Meaning that when you come in the organisation, you should understand the whole business value chain... (00002). ...it is, it looks cheaper. Do more with less... (00003).

It is also deemed as a training tool which enabled employees to understand/appreciate the business as a whole, in its totality. Furthermore, the medium sized enterprises viewed job rotation as a firm platform to groom younger employees to take up more responsibilities in the foreseeable future. In verbatim:

...because I am grooming you to get you exposed to other aspects of running a complete entity... (00007).

The fullness revealed that that job rotation assisted the business owner/promoter to exercise control over his/her employees. In verbatim:

...it is cheap to run a company through job rotation. Secondly, it is control. The owners of the company see it as a control mechanism... (00004).

In essence, it is logical to state that medium sized enterprises practices of job rotation are by and large consistent with the management literature (Fulmer et al., 2009). The practice of job rotation is a step in the right direction of the medium sized enterprises development path. However, based on the qualitative findings, the researcher is of the opinion that there is room for improvement in the application of the concept of job rotation by the medium sized enterprises. There is need to improve the way job rotation is applied on a companywide basis by inclining it more to talent development than day to day operations and to take into account the aspirations of the employees being rotated.

Summary of Interview data on mentoring and coaching in the medium sized enterprises

In respect to research question three, quantitative data analysis spread-out that the management concept of mentoring and coaching was widespread in the medium sized enterprises. The researcher viewed this phenomenon as an emerging theme of the study. Consistently, a qualitative based question below was framed:

The management concept of mentoring and coaching is apparently wide spread in the medium sized enterprises in Uganda. Why do medium sized enterprises in Uganda highly embrace mentoring and coaching?

First and foremost, qualitative data analysis revealed that medium sized enterprises are by and large not involved in mentoring and coaching but rather, in inducting people. In verbatim:

..... they are using a wrong word. They are inducting people into business. That is all. They are not mentoring. I don't think these people are mentoring these people. No, they are just inducing people to do things like that. So, the word should, when you are explaining the qualitative data Be careful to use the word mentoring. I don't think that is the right word. No Inducting people by giving them guidelines in what to do and that is what they are calling mentoring. I don't think they are doing any mentoring at all. If they are they are not more than 1% ... (00003).

Qualitative data analysis also unfolded that medium sized enterprises are involved in mentoring and coaching because it gives them competitive advantage in the market. It allows them to be innovative, creative and to produce new things which enable them to compete with other established enterprises in the volatile and competitive market.

Theoretical Saturation Point: Mentoring and coaching in the medium sized enterprises

The analysis revealed that medium sized enterprises are faced with challenges of having a small specialised workforce, coupled with limited resources to run and sustain internal business processes in a competitive manner. These challenges force them to mentor and coach employees in order to widen the human resources skill horizon. The medium sized enterprises

have to compete and survive in the product and service market. This can best be achieved by utilizing and retaining their talented employees. In verbatim:

...they don't have many specialised people. They are trying to optimise on the small resource base but also in terms of a strategy to compete... (00002).

...yes, it is cheap to run, they think it leads to high retention of those mentored and I think they think it is therefore less risky... (00004).

It was also revealed that there are structural interventions emanating from various labour and business-based member organizations in Uganda. These member-based organisations have intensified and popularised the need and application of coaching and mentoring as a strategy to continuously build capacity in the medium sized enterprises. As a result, the medium sized enterprises have witnessed increased willingness of personnel to mentor and to be mentored. Good testimonies and success stories of previous mentees have also been presented to a wider business audience. In return, the testimonies have acted as a catalyst to the whole mentoring and coaching processes in medium sized enterprises in Uganda. In verbatim:

...but there has also been a lot of intervention in promoting mentorship within the private sector... (00006).

Summary of Interview data on multiskilling in the medium sized enterprises

In regard to research question three, quantitative data analysis also unfolded that medium sized enterprises highly embrace the management concept of multi-skilling in internal business processes. The researcher deemed this work practice as an emerging theme of the study. As a result, a qualitative based question below was framed:

The management concept of multi-skilling is apparently wide spread in the medium sized enterprises in Uganda. The question is – Why do medium sized enterprises in Uganda highly embrace multi-skilling?

Four experts were interviewed on the phenomenon of multiskilling in the medium sized enterprises in order to arrive at the saturation point. For instance, one participant, 00004

stressed that multiskilling is a cost reduction strategy. It is very good at reducing costs and this explains why it is linked to the overall survival strategy of the medium sized enterprises. In verbatim:

.....yes, it is also a survival strategy. Once things become burnt and maybe you can't pay all the employees, or you are being out competed, the profits are few and limited then you can even shade off some of these and then bring your multi skilled people. One is doing five jobs. So, you survive a bit. You do not die quickly (00004).

Another participant, 00006, stressed, among other things, in verbatim that:

..... that is multi skilling. So, having what, a general understanding of the enterprise by every staff. There is no way you can get that if you are not multi- skilling your staff and that's why it is becoming popular. But also, in issues of crisis management like financial hostility measures when you want to downsize, you want to keep a small team but with a strong skill portfolio, wide broad skill portfolio okay. You have seen job enlargement (00006).

Beside the said advantages, qualitative data analysis informed the study that medium sized enterprises are involved in multiskilling in a casual and ad hoc manner. In verbatim:

.... not just waking up aah today there is no cashier. Why don't you just go and be a cashier today! It is easy you just make sure you record this and record, you are not structuring that thing properly (00007).

Theoretical Saturation Point: Multiskilling in medium sized enterprises

The fullness point of the analysis revealed the limited supply of specialised personnel in the economy is the driving force to multiskilling in the medium sized enterprises in Uganda. Given that the supply of specialised human resources is not forthcoming in relation to demand, medium sized enterprises do intervene by developing the required capacity through multiskilling and on the job training. In verbatim:

**...but may be also because they don't have many specialised people.
Again, they do not have the money for employees generally... (00002).**

It is important to recognise that the multiskilling approach adopted by the medium sized enterprises is consistent with the management literature of the supply chain model of talent management (Cappelli, 2009).

Secondly, the analysis revealed that multiskilling is a cost-effective survival strategy in the internal business processes of the medium sized enterprises. In verbatim:

...it is cost effective. Multi skilling is very good to reduce costs. It is also a survival strategy... (00004).

...but also, in issues of crisis management like financial hostility measures when you want to downsize, you want to keep a small team but with strong skill portfolio... (00006)

In summary, based on these qualitative analysis and quantitative findings, the medium sized enterprises were involved in multiskilling in order to maximise the inbuilt benefits of the approach with the view to sustain survival, growth, development and competitiveness. The researcher held the opinion that these enterprises are in the right direction of talent development by embracing multiskilling in internal business processes. Moving forward, there is need to have in place prudent management systems which are capable to track the multiskilling function in these enterprises so that the utilization of those multi-skilled talents is enhanced.

Summary of Interview data on financing talent development programs in the medium sized enterprises

Furthermore, in relation to research question three, quantitative data analysis also spread-out that medium sized enterprises were not keen to finance talent development initiatives for their employees. The researcher considered this phenomenon as an emerging theme of the study. In return, a qualitative based question below was framed:

Why are medium sized enterprises in Uganda not keen to finance talent development

programs for their employees?

The qualitative data analysis unfolded that medium sized enterprises are faced with financing constraints in accessing capital from financial institutions. This makes it difficult for them to finance talent development initiatives. In verbatim:

...yah, I think because you know most of these small and medium enterprises have challenges in accessing capital, in accessing money and they will want to really use the little money they have to generate more money and they find it costly building, investing money to build talent, to train people to send them for example further studies to expose them to new ways of doing things. So they find it very challenging because of the money they cannot easily access and hey, also many of them find it risky because of the money they have got, they have borrowed have stringent conditions from the bank and you know these commercial banks they don't give money which they cannot get profits out, here and then, so the biggest problem is the issue of access to funds - capital.... (00005).

In addition, qualitative data analysis also revealed that medium sized enterprises tend to have a short-term focus on human resources. They tend to search for short term results. These enterprises are more inclined to an employee to start delivering results on the first day of engagement. This human resource management paradigm acts as an impediment to their business logic in as far as talent development is concerned. Human Resources management issues involving long term are not accorded the due attention. Thus, their non-financing of talent development programs.

Theoretical Saturation Point: Financing talent development programs by medium sized enterprises

The analysis revealed that financing talent development is considered to be an outdated aspect of the psychological contract and enterprises are moving away from it. In verbatim:

... aah, we, we, we tend to be moving from the old psychological contract to the new psychological contract.... Even in government, public enterprises no longer look at developing people. That is the old

way of doing things. People should be able to make themselves employable through several training. So, for you if you are a researcher, you are still in the old contract my response is not good for you. If you still think organisations would nurture people and train them, then you, you are going to be surprised (00003).

This qualitative finding is a departure from management literature, the supply chain of talent management model (Cappelli, 2009). To the medium sized enterprises in Uganda, there is a strong inclination to employing readymade human resources. This finding is consistent with the high propensity of involvement in identifying talents through the high performers and recruitment. Furthermore, the finding is consistent with the pronounced workplace of poaching in the private sector of Uganda.

Lastly, the analysis revealed that the non-involvement in financing talent development was also influenced by the failure of the managers therein to know why the medium sized enterprise existed in the first place. In verbatim:

.... Hmm, you will be surprised that some of these companies when you ask them why they exist the, the employees are not aware, and managers are not aware, aware of the vision. So, they are just swimming in the waters and this makes them vulnerable. So, aah, if they had a strategic plan for example they, they, they would know that we need to train, they will know we are heading here and to reach there, there is need for training. But some of these managers and the, they simply believe things will work out somehow (00007).

5.23.7. Research Question Four – Qualitative Aspects

Quantitative data analysis revealed a high involvement of medium sized enterprises in the phenomenon of on-the-job training as a strategy to enhance internal capacity and competitiveness. The researcher viewed this phenomenon as an emerging theme of the study. Consequently, a qualitative based question below was framed:

Medium sized enterprises in Uganda are more involved in the on-the-job training as a strategy to enhance capacity than any other method. Why?

Summary of Interview data on medium sized enterprises involvement in the on-the-job training

Qualitative data analysis unfolded that medium sized enterprises are highly involved in on-the-job training because it enables the employees to appreciate all business operations. However, it was also established that on-the-job training is necessary but not a sufficient condition. In verbatim:

.... because they like on the job training. You go into a business you find this is what they are doing now. They want you to know it, they want you to do it. But aah, it should be beyond that, should be beyond that because aah, today you are doing this job tomorrow you don't know what you are going to be doing because of the changing forces in the market and that is why it, we should not only stop at on the job training. We should go on the strategic, long term strategic development of people, of talent, of leaders so that eventually even if we change strategy we shall still be able to catch up. Even if new problems come they will be able to learn how to solve the problem. They will be able to be more innovative so that to move forward. So, on job training it is not sufficient just very small aspect of business. (00005).

The qualitative analysis also revealed that medium sized enterprises engagement in on-the-job training is driven by the need to minimize cost and sustain business survival. On-the-job training is considered to be a cheap approach to employee training and development. This explains its high occurrence in the medium sized enterprises. In verbatim:

... on the job training is normally the way to do the training for many reasons. Number one; most SMEs do not have a budget for what we call formalised training. They hate to see real budget put into their, their, their annual plan say we have put three millions for training. They say that is a waste of money. So, that is one. They don't want to see cash go out to train people; Two, they also feel that employees should come when they are ready to do a job. So, again that other formalised way of teaching people is not done deliberately. Then three; the on-the-job training I want to first of all say that it's a very useful thing but very

demanding.... (00007).

Theoretical Saturation Point: High involvement of medium sized enterprises in the on-the-job training

The analysis revealed that medium sized enterprises in Uganda have not systematically evolved from a simple and informal beginning to have in place clear structures and planning processes. This humble beginning influences their inclination to the on-the-job training as a strategy to build the required human capacity to sustain enterprise survival, growth, development and competitiveness. In verbatim:

...it is a discovery route. It is based on the fact that they have started small and they are adapting to the environment... (00002).

Secondly, the fullness of qualitative data analysis is that young college graduates generally have negative attitude towards working for medium sized enterprises in Uganda. As a stop gap measure, the therapy to this hindrance in regard to labour supply is “on-the-job training”. Medium sized enterprises consider it as an appropriate business strategy to avail the right skills to manage internal business processes in a competitive business environment. On the job training is the practice which the medium sized enterprises know, and think is right, so they do not think of other training alternatives. In verbatim:

...it is the pattern because that is what we know, that is what we think is right and we haven't thought about other alternatives... (00006).

Furthermore, the analysis revealed that medium sized enterprises are embedded in the business philosophy that employees have to come when they are ready to do the job. By so doing, the investment in high end training programs is not considered visible and sustainable. In verbatim:

...most SMEs do not have a budget for formalized training. They say that is a waste of money. They feel that employees should come when they are ready to do a job... (00007).

By and large, the high involvement of medium sized enterprises in on-the-job training is

consistent with management literature as exemplified by scholars like Areiqat et al. (2010), Beechler and Woodward (2009) and Cappelli (2009), among others. Apparently, the medium sized enterprises have mastered the trade of on-the-job training in as far as capacity building is concerned. The researcher is in agreement with the authors that on-the-job training is a survival strategic dimension of the medium sized enterprises operations. Moving forward, there is a need to perfect on-the-job training and to integrate it with other training methodologies. This will go a long way to strengthen medium sized enterprises in terms of survival, growth, development and competitiveness.

Summary of Interviews Data on the low involvement of medium sized enterprises in financing development programs for talented employees

Statistical analysis in relation to research question four unfolded that the low involvement of medium sized enterprises in financing talent development initiatives. The researcher viewed this phenomenon as an emerging theme of the study. As a result, a qualitative based question below was framed:

The involvement of medium sized enterprises in financing development programs for talented employees is low. What are the underlying causes to this phenomenon?

Qualitative data analysis attributed the phenomenon of low financing of talent development initiatives by the medium sized enterprises to limited financial resources. In verbatim:

....Yah, I think because you know most of these small and medium enterprises they have challenges in accessing capital, in accessing money and they will want to really use the little money they have to generate more money and they find it costly building, investing money to build talent, to train people to send them for example for further studies, to expose them to new ways of doing things. So they find it very challenging because of the money they cannot easily access and many of them find it risking because of the money they have got, they have borrowed have stringent conditions from the bank and you know these commercial banks they don't give money which they cannot get profits out, here and then so the biggest problem is the issue of access to funds – capital... (00005).

The qualitative analysis also revealed that a significant number of medium sized enterprises are ignorant about the values of talent management and they fail to appreciate the relevance of talent management to competitiveness. This failure influences their decisions and actions in talent development financing and related initiatives. This is to say; the medium sized enterprises are not fully aware of the importance of talent management to enterprise competitiveness and this curtails their actions to financing talent development initiatives.

Theoretical Saturation Point: Low involvement of medium sized enterprises in financing talent development programs.

The analysis revealed that medium sized enterprises in Uganda tend to view financing talent development as an old way of doing things in business. They believe that it is the employees who have to finance and develop themselves. In verbatim:

...that is the old way of doing things. People should be able to make themselves employable through training. The issue of permanent and pensionable has ended... (00003).

The analysis also indicated that there is a general lack of information about the role(s) and significance of talents in enterprise competitiveness. Specifically, a significant number of medium sized enterprises do not appreciate the relevance of talented people to enterprise competitiveness. The level of awareness is relatively low indeed and this affects their business decision in as far as financing talent development initiatives is concerned. In verbatim:

...they do not know that talent plays an important part in the competitiveness of the enterprise. They want you to start being useful on day one... (00006).

Furthermore, it was found that business decisions in the medium sized enterprises are more informed by the urge for quick returns on investment due to limited resources. This business situation forces these enterprises not to accord financing talent development the attention it deserves. In verbatim:

...they will want to really use the little money they have to generate more money and they find it costly investing money to build talent, to train

people... (00005).

The need to develop talent is well articulated by management scholars and there is empirical evidence to support the relevance of talent management to enterprise growth, development and competitiveness. However, this is not the case with medium sized enterprises in Uganda. The study illustrated the benefits of talent development as was the case of Pharma Company in India (Sharma & Bhatnagar, 2009). Unfortunately, the medium sized enterprises in Uganda are far from that. The point of departure from management literature is the urge to make money in the shortest time possible and the failure to appreciate the relevance of talented people in a competitive business environment. This approach to business management is affecting the medium sized enterprises in Uganda. Based on the quantitative and qualitative findings, the researcher concluded that there is an urgent need to evolve a practical model for talent management with respect to medium sized enterprises in Uganda. It is envisaged that the model would assist these enterprises to move in the right direction in as far as talent management is concerned.

5.23.8. Research Question Five – Qualitative Aspects

Quantitative data analysis spread-out that medium sized enterprises involvement in the practice of classifying employees on the basis of performance, value addition and contribution towards growth is very low indeed. The researcher viewed the ratings in relation to employee classification as an emerging theme of the study. As a result, a qualitative based question below was framed:

The practice of classifying employees on the basis of performance, value addition, and contribution towards growth of the enterprise is not widely applied in the medium sized enterprises in Uganda. Based on your professional expertise, why is this the phenomenon?

Summary of Interviews on why the practice of classifying employees on the basis of performance, value addition, and contribution towards enterprise growth was not widely applied in the medium sized enterprises

Qualitative data analysis revealed that employee classification was bound to generate conflict in the medium sized enterprises. This is because in the end, the employee who brings in an innovative idea will be paid more than those who were not involved in the innovation.

Employees are likely to view the system as discriminative.

The analysis also unfolded that employees were not classified because the medium sized enterprises did not want them, [the employees], to know their true value in the labour market. This is because classification was bound to lead to more pay/remuneration/reward to them. This meant that the medium sized enterprises did not classify the employees on the basis of their performance because the whole intention was to exploit them.

Theoretical Saturation Point: The low practice of employee classification on the basis of performance in the medium sized enterprises.

The analysis revealed that the practice of employee classification was not well embraced by the medium sized enterprises in Uganda. This is because there are no proper human resources management structures and systems to enable its functionality. This is the point of departure from management literature as detailed by management scholars, Joerres et al. (2007), and Lawler III and Worley (2012), among others. In verbatim:

..... management systems are generally lacking in these enterprises for efficient classification of employees on the basis of performance. (00002).

At the same time, it was revealed that classification of employees was viewed as a source or a cause of conflict amongst employees at the workplace. Thus, in order to avert industrial relations unrest, the employers [medium sized enterprises] were not inclined to its implementation. In verbatim:

...it brings conflict among the employees and it might not be ethical, because in the end the one who has brought the idea of innovation is paid more than the one who is not involved in this innovation. And even those who perform higher and higher they might really be exploited... (00004).

Lastly, the analysis revealed that employee classification on the basis of performance, values addition and contribution to enterprise growth and competitiveness is not well grounded in Uganda. This is because of the employer's syndrome. The employers fear that by recognizing good performers, there is a high propensity on their part to demand for more pay. In verbatim:

**...best performers are not recognised because when they are recognised they will realise they are valuable, and they demand an increase... (00006).
..... again, it goes to our perception by the entrepreneur of HR. they think anybody can do anything..... (00007).**

In conclusion, these findings cemented that the medium sized enterprises were structured on the basis of traditional compensation plan (Mitra et al., 2011) and not on the framework of performance-based reward systems (Morris & Fenton - O'Creevy, 1996; Torrington, 1992) and built to change theory (Worley & Lawler III, 2012).

5.23.9. Research Question Six – Qualitative Aspects

Quantitative data analysis pertaining to question six of the study revealed that business decision making was a prerogative of top management in the medium sized enterprises. Basing on the importance of decision making in enterprise management and development, the researcher concluded that the phenomenon as an emerging theme of the study. As a result, a qualitative based question below was framed:

Business decision making in the medium sized enterprises is a prerogative of top management. The involvement of talent employees in designing business strategies is generally lacking. Why is this the case?

Summary of Interview Data on decision making as a prerogative of top management in the medium sized enterprises

The qualitative data analysis revealed that decision making was centralised at top management in the medium sized enterprises because the promoters lacked the managerial experiences to let people on their own, in their businesses. The promoters are the alpha and omega in as far as decision making is concerned. In verbatim:

.... this, this is what we call the founder syndrome, the founder syndrome. Founder syndrome is that somebody comes up with a business idea he or she gets people around that business idea and believes he or she knows

everything and eventually you will find out the centralised making decisions and they don't buy in other people who come to work even the young people Now the founder syndrome is a very big problem and you will find that eventually when they make the decision without involving the people they miss out on their creativity, on their motivation on their zeal, on their outlook on how the business the business should be run, and not knowing that people come in the business with a lot of potential which can make the business better but I think we just need to work on that founder. The founder syndrome and that is why many businesses do miss it up. If you see for example many businesses which have developed in America in Europe, in China, India they are, you have, which are becoming very, very well, developing very, very well, they are giving freedom to the young people to be able to exploit their talents, to be able exploit their zeal, their interest of course in the, within the arena of managing risk but this is not the case for what we see in our business community the people, the older people the founder they think they have it all and eventually they miss a lot from the people who could be contributing to this idea.... (00005).

Secondly, the qualitative data unfolded that authority and power are centralised at top management level mainly because the medium sized enterprises are still transiting from one stage to another, in terms of their development. They have not reached their destinations. Because these enterprises are transiting, there are learning, they are developing, there are being streamlined, their roles and responsibilities are being defined and redefined in order to cope up with the business environment.

Theoretical Saturation Point: Centralised decision making in the medium sized enterprise

The results indicated that medium sized enterprises start in an informal way and this informs why business decision making is centralised at the promoters and or top management. There is the founder's syndrome. The founder is so powerful that all decision rotates around him or her.

The qualitative analysis reached the saturation point and unfolded that the promoters of these medium sized enterprises centralise decision making at the top management in order to

minimize costs in business operations. They strongly believe that the involvement of others [talents] in decision making is a cost to the enterprise. In verbatim:

...these activities take money. Like you wanted to bring in managers to discuss a business plan, you have to pay their tea, you have to take them out in Jinja and spend money. These good things involve spending money my brother... (00004).

The saturation points also revealed that the owners of the medium sized are ignorant of the right things to be done in order to sustain survival, growth, development and competitiveness. They have failed to appreciate the likely benefits to accrue to the medium sized enterprises as a result of decentralising decision making. Therefore, the promoters live in a mode which is likely to deter business progress through innovations. In verbatim:

...this is what we call the founder syndrome. Somebody comes up with a business idea and believes he or she knows everything and eventually you will find out the centralised decision making ...eventually when they make the decision without involving the people they miss out on their creativity, on their motivation and their zeal..." (00005) "... but it is also informed by the fact that SMEs started informally. They start with one person. He is the A to Z of the business... (00007).

From the researcher's perceptive, the identified centralisation in decision making is a major managerial characteristic in this country. The whole GoU is highly centralized. Probably, the medium sized promoters are learning from the way the GoU is managed. Therefore, centralisation of decision making is more or less a culture in this country. Basing on quantitative and qualitative findings, it is important that the promoters of the medium sized enterprises in Uganda transform themselves in terms of business approaches. This transformation is likely to allow talented people to be fully involved in decision making for the good of the enterprises. In the long run, the transformation will go a long way to enhance innovations and competitiveness in a world where knowledge and talent is power.

Summary of Interview Data on medium sized enterprise high utilisation of talents

Quantitative data analysis in relation to research question six of the study unfolded that

medium sized enterprises are heavily engaged in high talent utilization. The researcher viewed this phenomenon as an emerging theme of the investigation. Consistently, a qualitative based question below was framed:

Quantitative data has indicated that the vast majority of the medium sized enterprises are involved in high utilisation of talents. What are the underlying factors to this phenomenon?

Qualitative data analysis revealed that the observable high utilisation is a resultant effect of high supervision undertaken by the medium sized enterprises. Because of this high supervision, there are likely tendencies of exploitation in the medium sized enterprises. In verbatim:

... like the Indians. I hear the Indian because they supervise, give little pay, you are gonna call it exploitation but maximally utilized. The Indian is there watching whether you are eating or whether seated or whatever. So, these are profit driven organisations with high supervision aah, to make sure that you get what you have worked for sometimes they are exploited, and the ownership is very important, so these are privately owned by the entrepreneur as it were.... (00003).

Furthermore, qualitative data analysis spread out the high observable utilization of talents is a result of the business approach of cost minimisation and exploitation of human resources. The medium sized enterprises are to maximize profits at the expense of human resources. In verbatim:

.... Yah. Because they, they, they, they target they want to operate on mini operations to minimize HR costs, they are utilized but I think the right word is exploited because they are overloaded with work and because of multi-tasking they are overloaded. That is the right word to use.... Yes, that one is just a metaphor, but the actual word is that they are overworked and that is why they are saying utilized. Utilizing a worker, driver, means they are going to pick the boss's children from school, they are going to take their relatives somewhere, they are going to drop staff somewhere, and they need to drop the boss somewhere. But you see dropping the staff and the boss somewhere between five, I mean eight and

five that is the right, the real job description but then taking children, picking children it becomes exploitation. (00004).

Qualitative data analysis also spread-out that the observable high utilization of talents is a reflection of arrogance in the SMEs sector in the country. “Human resources” is not value. In verbatim:

...I think one of the things is that, there is arrogance in SMEs, to the effect that if you don't follow me and do what I want you to do, people are waiting to come and take over your job. So, continuously tell people that, please do it or else I am replacing you. So, that now bring an aspect of saying you do not value the human aspect of your HR. You are simply seeing them as nothing but production tools and their health, their welfare, their psychological development, they are not interested. And that's why you will find that the working hours are odd, the working conditions in terms of gear, in terms of equipment. (00007).

Theoretical Saturation Point: The vast majority of medium sized enterprise involvement in high talent utilisation

It was found that the observable phenomenon of high talent utilisation in the medium sized enterprises in Uganda was informed by the urge to maximise profit, resulting from minimising human resources direct and related costs. In verbatim:

...they are utilized for profit. So, the company does whatever it takes to make sure that they are performing. These are profit driven organisations... (00003).

The fullness of qualitative data analysis revealed that the high talent utilization in the medium sized enterprises is due to job scarcity in the economy, resulting in employees not having better alternative options. As a result, employees are forced to give in to the high utilisation in the medium sized enterprise. Thus, the high utilisation of talented people in the medium sized enterprises in Uganda has elements of exploitation, which emanate from the high unemployment. Those in employment are compelled to put in a lot, for fear to loss employment and income to sustain their families.

Lastly, the theoretical saturation point unfolded the issue of arrogance of the founders/promoters of the medium sized enterprises. Employees are not highly respected in the medium sized enterprises. The human valuation is low indeed and this contributes to the high utilisation of the available talents people therein. In verbatim:

...because they want to operate on mini operations to minimize HR costs. They are utilized but I think the right word is exploited because they are overloaded. Yes, because of the scarcity of jobs they have no alternative... (00004).

..... I think one of the things is that there is arrogance in the SMES ... (00007).

In summary, the utilisation of talented people in medium sized enterprises in Uganda was structured to generate more profits for the promoters of the business entities through high productivity and cost reductions at the expense of employee valuation. The issue of talent exploitation is an integral part of the business ball game in these enterprises. This utilisation phenomenon is contrary to management literature pertaining to performance related pay (Bezionelos & Wang, 2007) and this is a point of departure. From, a researchers' viewpoint, the exploitation is more evident because labour related legal framework lacks the capacity to cause the necessary or required changes for the good of the employees. Trade unions have taken a political dimension, and this is a major drawback in the whole equation.

Summary of Qualitative Data on medium sized enterprise monitoring the contribution of talented employees to business success

Furthermore, quantitative data analysis in relation to research question six tabled that monitoring of employees' contribution is by and large an integral part of business operations in the medium sized enterprises in Uganda. The researcher considered this aspect as an emerging theme of the investigation. Consequently, a qualitative based question below was framed:

Medium sized enterprises do monitor the contribution of talented employees to business success. Based on your understanding, to what degree is the monitoring translated to benefit the talented people also?

The analysis revealed that monitoring was basically two armed, as a means to reward the talented employees and to protect the trade secrets from the high performers [talented people].

In verbatim:

.... yes, for the plus these talented people when you look at Protea hotels they will give you five percentage stake if you are a star performer but also to reward, for example when you look at MTN they have their reward structure. But others are monitored because you want to keep the business secret because when they are star performers they understand the business than the other lazy people. Hmm, a star performer will take time to understand the business processes. It means that you have to look for, you monitor them so that you know that you have to bond them not to lose them. So, you monitor, you promote and give terms. Terrible terms on the contract. (00006).

Qualitative data analysis also revealed that the employee monitoring is designed to catch those employees deemed to be doing wrong things. Thus, the monitoring is not designed to assist in employee growth and development. In verbatim:

.... I have been seeing you perform from January up to this and this is where you are. Look at your colleague he has also been from January to this point. This is where they are. Your two results are not comparable. You have been having these as your weaknesses. So, the monitoring is highly done basically to catch people doing the wrong thing and that does not build the team that does not build talent (00007).

Theoretical Saturation Point: Medium sized enterprise monitoring the contribution of talented employees to business success

The results revealed that the known monitoring of employees' contribution as stated in management literature (Garrow & Hirsh, 2008; Munsamy, 2007; Lawler III & Worley, 2012; Joerres & Turcq, 2007) was practiced at a very small scale in the medium sized enterprises. This was a point of departure because the rated monitoring was influenced by other factors which were not related to contributions made by talented people to the overall

success of the medium sized enterprises. The summary verbatim quote runs as follows:

....sometimes they monitor to minimize their threat, when you become too good then there is a problem. They will be monitoring you to see that you are not too good to take their jobs. Owners may also be monitoring you, they keep assessing your ability to become their competitor... (00006).

...many of them monitor them to catch them doing wrong so that you can braid them, insult them, threaten them... (00007).

Based on the saturation point, it is logical on the part of the researcher to conclude that the monitoring is not designed and practiced to benefit the talented employees. It is designed and implemented for reason outside the horizon of the win-win situation.

Summary of Qualitative Data on the low involvement of medium sized enterprises in monitoring and taking action on employee turnover.

Finally, in relation to research question six, quantitative data analysis tabled the phenomenon that monitoring of employee turnover in the medium sized enterprises in Uganda was not integrated in the management systems. The researcher viewed this as an emerging theme of the study because of its connection with overall performance and competitiveness. In this regard, a qualitative based question below was framed:

On the average, medium sized enterprises in Uganda are not keen at monitoring and taking action on employee turnover. Why is this the practice?

Qualitative data analysis revealed that the phenomenon of low involvement of medium sized enterprises in issues pertaining to monitoring employee turnover existed. This was because the majority of the employees are informally engaged, without employment contracts. This means that there no fundamental binding clauses of engagement on which monitoring employee turnover could be framed or hinged. In verbatim:

... I know, I am sure you appreciate that. If you go to a company, you will find they have people who do not have contracts of their employment

But if there are contracts, there are implications. If you also have financial implications so they may have more at stake to be interested in turnover. But if they do not have those basics of even the contract of employment that would bind them to a particular employee and they must have certain serious reasons why they are separating with them and so on. There are not, they do not feel the sense. But also, the other thing that's to do if you look at it from that side of things, from the nature of the, the employment relationship itself can explain a bit of that but also, I think that aah they have advantages in that because probably they don't lose much money. They get more ideas and once they have got ideas the other person is rejected, he is no longer giving more ideas goes, another person will come. Remember also, there is a lot of unemployment. So, they are not finding that a problem. So, to me, it is more to do with the nature of the employment relationship they have with they own employees... (00002).

Furthermore, qualitative data analysis also spread-out that the issue of low management involvement in monitoring of employee turnover is not only centred in the medium sized enterprise in Uganda. The phenomenon is being experienced in both the private and public sector in Uganda. Apparently, it appears to be an accepted norm or a working culture in Uganda. In verbatim:

.... I give an example. Last week, this week and the other week, Makerere University appointment Board sat and accepted 16 resignations 14 of them were lecturers, 6 of them are PhD holders, 2 of them are professors. Now, this week they have accepted 4 more resignations. Yah, first of all we don't have professors in Makerere they are very few, we don't have PhDs, but they are resigning. So, the other week I wrote on the staff email and I said the following - that management should follow the following: We have lost 16 people first of all we don't have employees, we don't have lecturers, but 16 people have resigned, 14 are teaching staff, 6 are PhD holders, 2 are professors. What is the plan for management to manage this, there was no response. Nobody replied to that and this is the university. Yah So, the point here is that, and said Uganda, lucky enough you said in Uganda, In Uganda, In Uganda, we don't know, we

don't understand the loss of turnover. We don't, we don't see, the, the, the input that the money we put in recruitment it is expensive, but it is To Whom It May Concern. For those are government institutions but for medium sized enterprises they think that firing and hiring is cheap because you may not even interview people. (00004).

Theoretical Saturation Point: The low involvement of medium sized enterprises in monitoring and taking action on employee turnover.

The results revealed that employees in the medium sized enterprises do not have binding employment contracts and prudent terms and conditions of service. This state of affairs, in a way, makes the talented employees, candidates for turnover, in the sense that he or she could leave the enterprise any time, without repercussions. In verbatim:

... some of the people do not even have formal systems. It is easy come easy go. Remember also there is a lot of unemployment...that is why they may be able to hold on to some people longer even when they don't have these formal employment contracts... (00002).

This practice is contrary to best practice in talent management (Cappelli, 2009) as detailed in this thesis. At the same time, it was revealed that employers [medium sized enterprises] have little concern to employee turnover because they do not recognise the losses infringed on their internal business processes in the short run. They think that the process of hiring and firing employees is cheap, with almost no costs. In verbatim:

... they think that firing and hiring is cheap because you may not even interview people... (00003).

...in the short run they think they are saving... (00004).

...Uganda has an interesting HR practice. They don't care about human resources. Enterprises do not create an emotional attachment with the employee... (00006).

... they are not bothered because first of all they wanted it to happen.

Many times, as soon as you come in they begin focusing on the negativity, they want you to go... (00007).

This work practice in the medium sized enterprises is a point of departure from management literature as detailed by the supply chain of talent management (Cappelli, 2009). Basing on the saturation point findings, the researcher felt that the medium sized enterprises have a long way to go in as far as aligning with the supply chain model of talent management and best management practices. These enterprises need to refocus on talent management as the basis of success and competitiveness. Furthermore, the findings imply that there is need to refocus management tactics in these medium sized enterprises and align them to the built-to-change theory approaches in order to maximize people output and enterprise continuity. Thus, the management practices of not according due attention to turnover are affecting the medium sized enterprises in the short and long run. This is because there are inherent costs incurred in the whole recruitment process for replacements and the lead time of the person engaged to perform as expected is a long one (Cappelli, 2009).

5.23.10. Research Question Seven – Qualitative Aspects

Quantitative data analysis for this research question, tabled the application of traditional compensation plan being on the high side, the order of the day, in the medium sized enterprises in Uganda. The researcher considered this finding as an emerging theme of the study and it was subject to quantitative aspects of the investigation. Consistently, a qualitative based question was framed:

Medium sized enterprises in Uganda do base their remuneration on the traditional compensation plan and little attention is accorded to performance? Why is this practised?

Summary of Qualitative Data on traditional compensation plan in the medium sized enterprises

Qualitative data analysis revealed that medium sized enterprises were highly involved in traditional compensation plan because there exist no prudent management structures capable to effectively and efficiently handle other remuneration approaches for talented people. In verbatim:

... because they don't have these structures to help them. Because performance-based pay assumes that you have been able to appraise, monitor and manage performance. In the normal, in the, in the way that those best practices suggest. They don't have those structures to do that. Therefore, how will you expect them to do it? Even they do not have even the, the stepping stone for doing a good performance appraisal. They, many times they do not have them, they are used for other purposes. Those who happen. So, for me, it is more to do with the nature of the way they are structured. They are structured in such a way that, their relationship is so much based on trust; based on, very, very different feelings and therefore even the negotiations are not even in many cases formalised. The negotiations of how much I would pay they end up being personal to holder type of (00002).

The qualitative analysis also spread-out that the medium sized enterprises have not appreciated other remuneration approaches considered to be better than the traditional compensation plan in reward management systems. This lack of appreciation forces them to be glued to the traditional compensation system. Secondly, those enterprise which have had a clear understanding of other remuneration systems like performance related pay ignore the implementation for selfish reasons. In verbatim:

... it is because we do not reward productivity and talent. Two, it is cheapest remuneration package for the company, so they say, hmm, three, we are in a needy labour economy where the supply side doesn't, don't have bargaining power if you have analysed the Ugandan labour economy. The suppliers of labour have no bargaining power because of the competition for the consumers of our labour. So, you take what is there. So, the proprietors of these enterprises will always look for the most feasible strategy.... (00003).

Theoretical Saturation Point: Traditional compensation plan in the medium sized enterprises

The theoretical saturation point zeroed on a number of factors in relation to the high application of the traditional compensation plan in the medium sized enterprises in Uganda. First and

foremost, the medium sized enterprises lack the requisite structures and adequate knowledge to design and implement other remuneration systems like PRP. Consistently, the medium sized enterprises are left with no option but rather to apply what is known and available, the traditional compensation plan. In verbatim:

... they don't have these structures to help them. They do not have even the stepping stone for doing a good performance appraisal; because you find it cheaper to pay traditionally... (00002).

Secondly, the fullness point unfolded that medium sized enterprises in Uganda considered the traditional compensation pay method as a cheaper way to manage remuneration for its talented employees. The implication of the traditional compensation plan is that the medium sized enterprises are keen on minimising costs rather than to efficiently reward talented employees in order to sustain performance and competitiveness. In verbatim:

...it is because we do not reward productivity and talent; traditional is cheapest remuneration package; we are in a needy labour economy... (00006).

These findings are contrary to management literature (see Adigüzel et al., 2010) and this is the point of departure. Our inclination to talented people as the source of innovation, performance and competitiveness is very low indeed.

Furthermore, the study echoed that Uganda's economy is characterised by very high unemployment rates. This unemployment makes people to be desperate for jobs, on any kind of pay terms. Consistently, the medium sized enterprises are informed to apply the traditional compensation system because its resistance in the labour market is almost non-existent. Those who risk questioning it are likely to be replaced by the unemployed people. In verbatim:

...and the unemployment today; people are just fighting for jobs. So, people can be paid anyhow... (00003).

Lastly, the theoretical saturation point spread out that medium sized enterprises [employers] view PRP and other prudent reward systems in the horizon as cumbersome and time-consuming

to adopt. The medium sized enterprises are more interested in maintaining the status quo in terms of pay systems to the talented people engaged than adopting changes in the human resources management systems. From a short-term business perspective, the medium sized enterprises are comfortable with the traditional compensation plan, but the future is likely not to hold.

Summary of qualitative data on the perception that the reward management is designed to sustain competitiveness.

Quantitative data also exposed that slightly above average medium sized enterprises held the perception that the reward/remuneration to talented employees was designed and geared to sustaining competitiveness. In this era of globalisation and war of talents, the researcher considered these results as an emerging theme of the study. Consistently, a qualitative based question below was framed:

Slight above average medium sized enterprises in Uganda hold the perception that the reward/remuneration accorded to talented employees is geared at sustaining competitiveness. Based on your expertise, what reasons can explain this situation?

Qualitative data analysis revealed that there are no structured frameworks to analyse competitiveness in the medium sized enterprise sector in Uganda. The medium sized enterprises are not in position to ascertain with precision the degree of competitiveness in the economy. The analysis also informed the readers that the management teams in the medium sized enterprises lack managerial skills to evolve and implement proper reward management systems which propels competitiveness.

Theoretical Saturation Point: The perception that the reward management is designed to sustain competitiveness

The results revealed that medium sized enterprises are faced with challenges that there no clear national guidelines (or indicators) on which to base measurement of competitiveness in the economy. Hence, the medium sized enterprises were not well guided at macroeconomic level. The degree of certainty is low indeed. In verbatim:

...we don't have clear indicators of what we measure by competitiveness

or what we measure by talented people. We don't have a normal business environment in Uganda... (00003).

The theoretical saturation point informed the study that the process of rewarding talents to sustain enterprise competitiveness is generally expensive. The founders of these enterprises tend to lack a vision beyond their lifespan, thinking that competitiveness is only in replicable things like technology and building, but not in human resources. In verbatim:

...the longer vision of our medium sized enterprises to sustain themselves beyond now is still a big problem... (00005).

...I think they are poor management skills. They don't have what it takes to do that and some of them are personally owned. And the owners of these ideas and enterprises don't go to school. They lack the management skills. They are not on top of things... (00004).

...we think our competitiveness is in other easily replicable things like technology, finance building... (00007).

Finally, it was found that there is an inherent failure to develop enterprise culture and business environment which enhances employee loyalty and retention. The medium sized enterprises tend to reflect a culture of not caring for the human resources responsible for the manning the internal business processes.

Summary of qualitative data on why the talented employees in the production processes were not well remunerated in the medium sized enterprises.

In addition, quantitative data analysis for research question seven showed that employees in the production processes are not well remunerated in this era of globalisation and competitiveness. The researcher viewed this phenomenon as an emerging theme of the study. Consistently, a qualitative based question below was framed:

In the medium sized enterprises in Uganda, talented employees in the production processes are not well remunerated. Why?

Qualitative data analysis revealed that the mentality of the promoters of these medium sized

enterprises is the underlying cause to the poor remuneration of talent employees in the production processes. The promoters hold these talented people in poor valuation. In verbatim:

.... so, the problem is on mentality. So, the issue is on the organisation sexuality that the masculinity of employers they tend to bog down the interest of their workers. So, they see remuneration as a burden not as a responsibility... (00006).

The qualitative analysis also revealed that the challenges of poor remuneration of employees in the production processes is due to the education system of the country. The education system in Uganda is heavily inclined to the provision of technical knowledge, without giving due attention to skills like bargaining. In the final analysis, talented people are unable to negotiate/bargain their terms of engagement in the medium sized enterprises in Uganda. In verbatim:

.... but also when we are training these people, these experts professionals, we give them technical knowledge but we do not give them the other generosity knowledge of bargaining. So, they do not know how to bargain. That's why you find someone who has a consultancy firm, but the actual technical people get less than the people who meander around.... yes, that's why for example we have now decided that we train entrepreneurship on every programme in the university because the accountant must learn how to bargain, the engineer must learn how to bargain, the doctor must learn how to bargain notwithstanding their technical abilities. And if we do this it means someone on the machine would say, when I came, you were paying me one million on the production of 1000 units. Now we are producing 2000 units it means that I should be paid commensurate to the pattern of the growth. Now, we were not training them that reasoning.... (00007).

Theoretical Saturation Point: Remuneration of employees in the production processes of medium sized enterprise

The results revealed that auxiliary employees tend to be highly remunerated compared to those in the production processes.

..... the accessory staff that are paid more (00002).

The analysis also revealed that there is a high tendency for the production employees to be obsessed with work and accord less attention to their remuneration. In verbatim:

Eeh, but you see, they tend to trade on the obsession of passion.... when you have for example the, like discotheque, the D.J. is in production because if, if he says let me spoil, he will spoil..... (00004).

Lastly, the results revealed that the education system in Uganda has not strongly embraced “bargaining” in the curriculum. As a result, the employees in the production processes tend to lack the necessary skills to table their demands for a better pay and terms of service. This failure tantamount to their poor remuneration in the production processes of the medium sized enterprises in Uganda.

Summary of qualitative data on why some medium sized enterprises considered remuneration as a cost to be minimised.

Quantitative data analysis also informed the study that medium sized enterprises considered remuneration as a cost to be minimized. The researcher viewed this phenomenon as an emerging theme of the investigation. Consistently, a qualitative based question below was framed:

In this era of business competitiveness, there are still medium sized enterprises which consider remuneration as a cost and therefore, attempts are made to control or minimise. Why?

Qualitative data analysis revealed that the economy of Uganda is engulfed in weak systems and labour laws. This situation provides the medium sized enterprises a window to exploit talented employees. The analysis also provided that the medium sized enterprises do not consider remuneration as an investment in the overall management spectrum.

The theoretical Saturation Point: Remuneration as a cost to be minimised in the medium sized enterprises

The fullness point revealed that there is a general lack of an effective labour legal framework in Uganda. As a result, employers exploit the weak labour law regime to disadvantage human resources. In verbatim:

... the weakness is in the system, policies because we do not have labour laws...that protect workers... (00006).

Secondly, the theoretical saturation point unfolded that medium sized enterprises hold the paradigm which does not consider remuneration as an investment. This explains the agenda to minimize the total remuneration billing. In verbatim:

... the moment you begin to see remuneration as an investment, you now see it differently. So, it ceases to be a cost. That is the key and bring that to the knowledge of the staff so that staff also begin to see that if we improve our productivity and our output and our supply, you improve your own reward as well... (00007).

In essence, the phenomenon of considering remuneration as a cost implies that in a significant number of medium sized enterprises, the overall perception of human resources is very low indeed. This has a negative effect on talent management, staff retention and overall performance of these enterprises. This situation calls for a change in the way the talented employees are managed in the medium sized enterprises in Uganda with the view to attain competitiveness.

Summary of qualitative data on the phenomenon of talented employees holding shares and or stock options or being paid bonuses not being an integral part of the reward management systems.

Finally, as a result of quantitative data analysis for research question seven, the business practice of employees to hold shares or stock options or being paid bonuses was not integrated in the management systems of the medium sized enterprises. The researcher considered this phenomenon as an emerging theme of the study. As a result, a qualitative based question below was framed:

In the majority of the medium sized enterprises, the phenomenon of talented employees holding shares or stock options or being paid bonuses is not an integral part of the reward management systems. What reasons are behind this phenomenon?

The qualitative analysis spread-out that issues related to compensation in the medium sized enterprises require re-examination. This is because they manifest themselves differently in comparison to those systems in the developed world. In verbatim:

..... are individuals. They look at individuals. It's like you, you, your business. So, the one of being, these days of having globally acceptable standards bimamenya. So, they say aah aah let us do what, let us micro manage everything. So, they don't see the benefit of having all those but also as you know people look at ways of paying less. Anything that can make them pay more, they will not accept. And we have seen these things with, surprisingly they are even in government institutions. In government institutions like in Makerere, a student, your daughter was paying 840,000 tuition. She got all the education activities from psychology, but we don't receive any money from that and these are government institutions ... (00003).

Furthermore, qualitative data analysis unfolded that the phenomenon of employees not accorded shares or paid bonus or holding stock options is because the prime agenda of these medium sized enterprises is to maximise profits in the shortest time possible. This agenda is built on a wrong business philosophy. If these medium sized enterprises were built on a prudent business philosophy, talented employees sharing in the profits would not have been a bad idea. This is because the phenomenon has a positive bearing on commitment of employees, performance and competitiveness. In verbatim:

.... you make me a shareholder you give me a voice to speak beyond just being an employee, but begin to now talk about vision, talk about strategy. Many of these business owners you have touched they don't have the willingness. The moment you go there, even within the family setting, you do not want your son, your daughter to begin to challenge you. Now, it gets more complicated when it's now completely a foreign person. They

rather have this thing begin to deteriorate and deteriorate right in their eyes... (00007).

Theoretical Saturation Point: The phenomenon of talented employees holding shares or stock options or being paid bonuses not being an integral part of the reward management systems

The analysis revealed that entrepreneurs/promoters/founders of the medium sized enterprises have an urge to minimise costs by paying less. This is their business philosophy. In verbatim:

... all these things relate to pay, reward, compensation (0002).

...they are not practical because these are individuals in business; also, people look at ways of paying less... (00003)

.... profit maximization and poor philosophy. Hmm you want the money, but you don't pay back the community or to the people who are involved in this...that explains why we don't pay bonuses... (00004).

Consistently, the medium sized enterprises are not keen on adopting reward systems like bonuses, stock options or employees to hold shares in the enterprises because these are viewed as costs. This is a point of departure from management literature on reward management systems (Angel & McCabe, 2008; Pérez & Fontela, 2006; Chuo et al., 2011).

Lastly, the qualitative data analysis revealed that the mediums sized enterprises are by and large funded/ managed by individuals who are possessive, selfish and have personal insecurity. In verbatim:

... the problem is on the financing structure of your companies. Most of them are funded on equity, equity, personal money and loan but on personal collateral. Two, the lifespan of our companies is very threatening; five, ten, fifteen years. So, it means that the owners think it is their equity. It is their role or personal property... (00006).

... we are too possessive about what we have built. So, it is so much of insecurity to open and get somebody also to come in and start giving alternatives on how to run an enterprise... (00007).

5.24. Summary of Chapter Five

This chapter informed the reader on how data was analysed, and progressions made with the objective to complete the study. The first part provided a recap of the research questions, the themes of the questionnaire, univariate data analysis, with specific reference to the enterprise and managerial characteristics, analysis of reliability of the latent constructs, summary statistical analysis of the latent constructs and correlation analysis by using the Person's correlation coefficient. These aspects constituted the first part of data analysis for the study. The second part contained of mainly regression models in relation to the research questions and discussions of the responses using the natural breaks. Emerging themes from quantitative data analysis triggered qualitative data collection and analysis with the view to cause appreciation of the underlying factors to the phenomenon. The linear regression analysis for each research question was based on the parameters that the model fit was good since the probability value (0.000) was less than 0.05. A conclusion was made at a 95 per cent level of confidence and the adjusted modelling was applied. With respect to research question one, it was established that main business, technological advancement, ownership structure, location, performance rating of enterprise, leadership style, academic attainment of assistant general manager, cohort of talent, and talent utilisation are significantly related to talent identification ($p < 0.005$); for research question two it was established that main business, technological advancement, ownership structure, location, level of competition, leadership style, talent identification, higher position talent development, and reward management are significantly related to leadership talent development ($p < 0.005$); in regard to research question three it was revealed that main business, number of employees, owners participation, talent identification, leadership talent identification, higher position talent development, and cohort of talent, are significantly related to talent development for hard to fill positions ($p < 0.005$); for research question four - main business, number of employees, ownership structure, owners participation, leadership talent development, talent development for hard to fill positions, cohort of talent, and talent utilisation are significantly related to higher position talent

($p < 0.005$); question five - main business, number of employees, ownership structure, leadership style, talent identification, talent development for hard to fill positions, higher positions talent development and talent utilisation are significantly related to cohort of talent development in medium sized enterprises ($p < 0.005$); question six - main business, number of employees, location, leadership style, talent identification, higher position talent development, cohort of talent and reward management are significantly related to talent utilisation ($p < 0.005$), question seven - main business, technological advancement, ownership structure, location, active website, owners participation, academic attainment of the general manager, leadership talent development and talent utilisation are significantly related to reward management ($p < 0.005$). Finally, the developed model of talent management unfolded that main business, technological advancement, ownership structure, performance rating of enterprise, location, leadership style, owners participation, and academic attainment of assistant general manager influenced the dynamics, pattern and direction of talent management ($p < 0.005$) in the medium sized enterprise in Uganda. It is this developed model of talent management which constituted the contribution to the body of knowledge. The last part of the chapter presented summaries of qualitative data analysis and theoretical saturation points of each emerging theme derived from the research questions.

The following chapter centres on discussion of the findings, conclusion and recommendations.

CHAPTER SIX

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

The structured intention of this chapter is to present a discussion of the research findings documented in the previous chapter, in light of the theoretical models and related literature presented in chapter three, literature review, of the thesis. In addition, conclusions, with specific reference to how the research questions are answered; the developed talent management model, evaluation of the study and the original contribution to the body of knowledge are also presented. The recommendations and implications of the results/research findings are also presented for the readers. As a recap, the purpose of this research project was to develop a talent management model that could be used by the medium sized enterprises to attract and retain talented employees in order to sustain enterprise competitiveness. Thereafter, to compile and present the research results by way of a thesis for consideration by the prestigious University of South Africa for the award of an advanced degree, Doctor of Business Leadership.

Medium sized enterprises are known in developing economies to be the fountain of business concepts, adroitness and innovations (Okello-Obura, Minishi-Majanja, Cloete & Ikoja-Odongo, 2008; Migiro, 2005; Kasekende & Opondo, 2003). Therefore, these enterprises play significant roles in the socio-economic development of countries like Uganda. However, despite being major contributors to economic transformation through resource utilisation and employment creation, the medium sized enterprises have been “suppressed” by large enterprises and multinational corporations in terms of talent management practices according to the management literature. Specifically, talent management as a component of business management and leadership has been a privilege for large business corporations in the developed world and multinational companies spread world over (Jackson, 2010). As a result, studies in talent management in respect of medium sized enterprises, more so in emerging countries, have remained inadequate or non-existent and this has had far reaching consequences on enterprise growth and the overall socio-economic development of countries. As a result, there have been gaps in management knowledge and this study was undertaken,

among other things, to contribute towards closing the said gaps. By so doing, the study unveiled new knowledge in the field of talent management that could probably assist the vision bearers, promoters and managers of the medium sized enterprises to manage talents in a manner which would make them valuable contributors to enterprise survival, growth, development and competitiveness. Secondly, the study was also designed in anticipation to inform business-based organisations and policy makers, academicians and researchers to appreciate the relevance of talent management from the angle/perceptive of medium sized enterprises in a resource constrained environment. As a result, the researcher in consultation with the supervisor, Professor Serumaga-Zake, framed the topic of this study as: ***“A Talent Management Model for Medium Sized Enterprises in Uganda”***.

In order to achieve the aim of the study, the researcher formulated the following research objectives to be addressed by the investigation:

1. To ascertain whether medium sized enterprises in Uganda identify talented people;
2. To determine how medium sized enterprises in Uganda develop talented employees to enable such employees to take up leadership positions in the foreseeable future;
3. To establish how medium sized enterprises in Uganda develop talented employees to enable such employees ascend to the hard to fill positions in the foreseeable future;
4. To ascertain how medium sized enterprises in Uganda develop talented employees to enable such employees take up higher positions in the foreseeable future.
5. To establish whether medium sized enterprises have in place a cohort of developed people who are in position to immediately fill up any vacant posts when demand crops up in order to sustain enterprise survival, growth, development and competitiveness.
6. To identify how medium sized enterprises in Uganda utilize talented people in relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness.
7. To establish the degree to which the reward management for talented people in medium sized enterprises is competitive.
8. To develop a suitable model for talent management towards retention of talented employees in medium sized enterprises in order to sustain enterprise survival, growth, development and competitiveness (e.g. for a developing country such as Uganda).

6.2. Discussions of findings of the study

The researcher reviewed management literature in respect of talent management by taking into account the main purpose of the study. In the process, seven research questions were framed for the study. A mixed research approach as detailed in the methodology chapter was adopted in order to answer the said research questions. 570 medium sized enterprises spread throughout Uganda positively responded to the study. These medium sized enterprises were involved in various sectors of the economy, for example manufacturing, education, hospitality, health, construction, to mention but a few. A questionnaire was applied as the main data collection tool for the study. In the addition, semi-structured interviews with experts in general management, human resources management and business-oriented disciplines related to SMEs were conducted. Quantitative data was analysed at three stages namely descriptive summaries of enterprise and managerial characteristics, bivariate assessment using un-adjusted linear regression and the net-impact of the independent variables being adjusted in addition to the enterprise and managerial characteristics. The content of the interviews was developed from the emerging themes of quantitative data analysis. Qualitative data was analysed using the theoretical sampling approach and the results were presented independently in the same chapter of data analysis. Finally, a model of talent management for the medium sized enterprises in Uganda was developed. This was achieved by using the approaches detailed in chapter four of this thesis. As a result of the research findings, this section of the thesis discusses the pertinent conclusions of each research question with reference to the literature reviewed and related talent management models used in the study.

Discussions of findings by research objectives

The discussion of the findings was systematically conducted on the basis of the research objectives and the corresponding research question.

Objective one: To ascertain whether medium sized enterprises in Uganda identify talented people.

The corresponding research question was:

Do medium sized enterprises in Uganda identify talented people?

The agenda of this research question was to investigate talent identification activities, for example, processes, procedures and practices undertaken by medium sized enterprises within the contextual framework of talent management discourse. This was based on the premise that talented people do have a positive contribution with enterprise survival, growth, development and competitiveness. It was important on the part of the researcher to get answers to this research question. This is because, on the basis of the adopted definition of talent management for the study, talent identification is the starting point of talent management initiatives in enterprises. This research question was also important, given the fact that the GoU had liberalised the economy where the medium sized enterprises operated. This liberalisation created a continuous competitive environment, not only for markets of the goods and services produced by the medium sized enterprises but also competition for inputs and related resources, talented people inclusive. Therefore, the medium sized enterprises had a continuous duty to identify talented people in order to sustain competitiveness in a volatile business environment.

The linear regression analysis in relation to this research question revealed that main business [the nature of the business undertaking of the medium sized enterprise], an enterprise characteristic, is significantly and positively correlated to talent identification in the medium sized enterprises in Uganda. This implies that what the medium sized enterprise is engaged in positively influences its involvement or engagement in talent identification initiatives. This finding is consistent with the management literature, the adopted definition of talent management of the study (Yarnall, 2011), the supply chain of talent management (Cappelli, 2009); the talent value management model (Joerres & Turcq, 2007), and the HCPM (Ruse & Jansen, 2008). The said literature zeros on the part of enterprises to continuously identify and position the right talents in the right positions in order to manage internal business processes with the view to sustain growth, development and competitiveness. In specific terms, the linear regression analysis unfolded that medium sized enterprises in the education sector have higher odds of being in the higher talent identification categories than those enterprises involved in manufacturing. This finding is also consistent with management literature (Rhodes & Brundrett, 2006) that there are shortages of school principals in the developed countries, Zealand, Canada and USA and this trend is spreading to other economies. Consistently, in order to avert the crisis arising from

such shortages, enterprises in the education sector have to emphasise talent identification, it is logical to advance that the medium sized enterprises in the education sector are in higher segments of high talent identification in order to attract and retain the required talents to enhance competitiveness. Secondly, this finding is consistent with the management literature. Behrstock (2010) stressed that talent identification is a new phenomenon in the education sector in comparison with the manufacturing sector. Thus, the medium sized enterprises in the education sector of Uganda has higher odds for talent identification because of the need to “catch up” with the other sectors like manufacturing in the horizon of talent management initiatives. Thus, the talent management agenda of enterprises in the education sector revolves around recruitment [identification], hiring, induction, professional development, compensation, working conditions and performance management systems. The finding that medium sized enterprises in the education sector have higher odds of talent identification than those in the manufacturing sector is also consistent with the distribution pattern of business undertaking as detailed in figure 6. The medium sized enterprises in the education sector constituted 21.23 percent of the sampled enterprises followed by those in the manufacturing sector at 17.54 percent. Thus, it could also be argued that the medium sized enterprises in the education sector and those in the manufacturing sector are striving to operate within the arm pit of the definition of talent management, which was adopted for the study and related models of talent management (Yarnall, 2011; Cappelli, 2009; Joerres & Turcq, 2007).

Another finding is that technological advancement, an enterprise characteristic, significantly and positively influences talent identification in the medium sized enterprises. This finding is consistent with the case study of Pharma Company in India, where talented people demanded higher levels of technologies similar to those employed in internal business processes of multinational corporations worldwide (Sharma & Bhatnagar, 2009). The enterprise experienced formidable challenges in identifying talented people because of the comparisons of technologies. This finding implies that talented people always keep pace with technological advancement and their application. It could also be argued that talented people are the innovators of technological advancement and therefore, they are more than willing to use the latest of the kind than outdated technologies. In specific terms, it was established that those medium sized enterprises which reported bad technologies have lower odd of being in the higher talent identification categories. This finding unfolds that the level of technological advancement being in application for internal business processes in the

medium sized enterprises also influences talent identification processes. This finding is consistent with the management literature, that is, the supply chain model of talent management (Cappelli, 2009). The model stresses that talent management in enterprises evolves on the underpinning that there are risks in talented people management initiatives. For instance, when an enterprise consistently experiences a mismatch of employees and skills, it follows that the business affairs do result into insufficient talents to meet the enterprise demand and associated requirements. This risk aspect of the model appears to be a dynamic process which calls for continuous monitoring and management. Thus, it could be argued that those medium sized enterprises with bad technologies have lower odds of high talent identification probably, because they have already experienced a mismatch in talent management and the overall business affair is risky, moving in the downward trend in an environment which is competitive. This is to say, those medium sized enterprises with bad technologies are risky in terms of survival and therefore, cannot engage themselves in talent management [identification] in order to mediate risks in relation to the supply chain model of talent management. At the sometime, medium sized enterprises with bad technologies have very low propensity to attract or identify talented people to propel internal business processes. The poor technologies in these medium sized enterprises curtail their ability and involvement in talent identification processes, thus the lower odds.

The study also establishes that ownership structure, a component of enterprise characteristics, significantly and positively influences talent identification in the medium sized enterprises in Uganda. This finding is consistent with management literature that ownership has a bearing on the direction of talent management, as was the case with Tyson Foods, a family owned enterprise located in Springdale, USA (Cohn et al., 2005). In specific terms, the study reveals that medium sized enterprises under the public-private partnership are highly involved in talent identification processes. This finding is in line with the Uganda's Vision 2040 where it is detailed that in order to transfer the country from a peasantry to middleclass status by the year 2040, the GoU realised that partnership with the private sector would enable pulling of resources to finance and propel the required level of growth. Therefore, it is logical to advance that the public - private partnership medium sized enterprises evolve on a futuristic approach to business and this influences their actions and sense of direction in the field of talent identification and talent management in general. It is the need to achieve the long-term strategic goals and to make significant contributions

to the socio-economic development of Uganda which forms the backbone of the higher involvement in talent identification processes (Vision 2040). The study also revealed another finding that medium sized enterprises located in rural locations are more involved in talent identification processes than those in other locations, that is, peri-urban and urban areas. This finding is consistent with the management literature that human capital [talents] have a very high propensity in terms of association with urban areas. Talented people have a high preference to stay in urban areas because of the developed social amenities (Florida, 2010; Lucas, 1988; Black & Henderson, 1999; Eaton & Eckatsin, 1997). Thus, the medium sized enterprises in the rural areas are persistently involved in the dynamics of talent identification because their ability to attract and retain talented people is likely to be curtailed by limited social development in terms of hospitals, schools, power supply, and overall public infrastructure development. This socio-economic situation triggers high talent identification processes in those medium sized enterprises located in rural areas. This finding that medium sized enterprises located in rural area have higher odds for talent identification is also consistent with the findings of Kaewsaeng-On's (2016) study. In this study, it was established that enterprises located in some locations, for example, those located on islands and those located in areas not easily accessible have challenges in attracting, identifying and retaining talents. Thus, the physical locations intensify their involvement in talent identification processes. The same applies to medium sized enterprises in Uganda. Those enterprises located in rural areas have higher probabilities for talent identification because they have challenges of attracting and retaining talented people, similar to those being experienced by enterprises located on the islands in Thailand. Thus, the talent identification challenges emanating from location in rural areas is not a phenomenon limited to Uganda.

The study also revealed that medium sized enterprises that reported bad performance ratings have lower probabilities of being in the higher talent identification segments. This finding is consistent with the management literature as expounded by Axelrod, et al. (2002) that enterprises which are below average performers have a very low involvement in talent management initiatives, talent identification inclusive. The low performers in these enterprises have a very high probability of engaging/identifying their colleagues, the low performers; and the multiplier effect of enterprise underperformance is accelerated as was the case with Sun Trust Bank in South Africa. Further critical analysis of this finding is that the bad performing medium sized enterprises, with low involvement in talent identifications, is a

reflection that their overall management and talent management initiatives, if any, are inconsistent with the supply chain model of talent management (Cappelli, 2009), talentship model (Boudreau & Ramstad, 2005), built to change theory (Lawler III & Worley, 2012), talent value management model (Joerres & Turcq, 2007), human capital planning model (Ruse & Jansen, 2008), talent development approaches (Blass & April, 2008) and Talent Development Pipeline Architecture (Gandz, 2006). Thus, it could be argued that the low performing enterprises' lower odds in higher talent identification categories is an indication that overall, a talent management agenda is not grounded therein.

The study unfolded that leadership style, a component of managerial characteristics, is a significant determinant of talent identification in the medium sized enterprises in Uganda. This finding is consistent with the management literature that leadership is of prime value in the horizon of talent management initiatives (Onyango, 2015; Yeung, 2006; Behrstock, 2010; Lawler III & Worley, 2012; Joerres & Turcq, 2007; Newbold, 2010; Haskins & Shaffer, 2010; Prais, 2011; Fulmer, Stumpf & Bleak, 2009). In more specific terms, the study establishes that medium sized enterprises that reported having *liaise faire* leadership styles have lower odds of being in the higher talent identification segments. First and foremost, this finding is consistent with the management literature that business leaders and leadership are critical ingredients for talent management initiatives in enterprises. Therefore, those enterprises whose leadership style is not focused on talent management as was the case with Jack Welch of General Electric are bound to encounter challenges which have downstream effects on competitiveness (Menkes, 2005; Rhodes & Brundrett, 2006; Sharma & Bhatnagar, 2009; Yarnall, 2011, Cohn et al., 2005). Management literature on talent management, for example, the supply chain model of talent management (Cappelli, 2009) and the built to change theory (Lawler III & Worley III, 2012) emphasises the relevance of business leaders and leadership styles in enhancing enterprise development and the positive bearing on talent management initiatives and sustainability in enterprises. This is to say, the leadership style adopted in enterprises need to be proactive and all-encompassing in order to evolve talent management initiatives therein. Thus, *liaise faire* leadership style is inconsistent with talent management initiatives, resulting into the low involvement in a talent identification agenda. This implies that those medium sized enterprises with *liaise faire* leadership styles are not in position to emulate the supply chain model of talent management and the built to change theory in order to enhance

competitiveness.

In addition, there is a finding that the academic attainment of the assistant general manager, a component of the managerial characteristics is a significant determinant of talent identification in the medium sized enterprises in Uganda. The study unfolded that medium sized enterprises that have an assistant general manager with a diploma, secondary or other academic attainment lower than a Doctorate have lower probabilities of being in the higher talent identification categories than those with an assistant general manager who holds a Doctorate. The case of Jack Welch, the former CEO of General Electric involvement in talent management initiatives is a classic example of the relevance of academic attainment of the management team/business leaders in talent development. He was a graduate in engineering. He devoted about 60 percent of his valuable work time on talent management initiatives (Riccio, 2010; Menkes, 2005). Management literature indicates that indigenous enterprises whose managers/owners have attained a university degree do have a high propensity to grow at a faster rate (Ramachandran, Gelb & Shah, 2009). Thus, it is logical to assert that the said growth cannot be attained without talent and talent is best obtained through identification processes in enterprises. Therefore, the finding that the assistant general managers whose academic attainment is a diploma, secondary and others having lower odds for talent identification initiatives is consistent with the said management literature. Consistently, the need to have in place assistant managers who have attained university education is a necessity to the medium sized enterprises in Uganda.

The study also had another research finding that those medium sized enterprises in higher talent development for hard to fill positions also have higher odds for talent identification initiatives. Management scholars' stresses that from a global perceptive, enterprises are faced with shortages of talented people, resulting into the hard to fill positions. Several reasons are given for this occurrence; for example, the population structure of countries, aging population, unaligned education systems and massive privatization of economies as a result of globalization. As a strategy to enhance continuity of business operations, enterprises do identify and develop talents for the hard to fill positions (Joerres & Turcq, 2007). Based on the said management literature, it is adduced that the whole process of developing talents for the hard to fill positions, involves talent identification. It is talent identification which ignites the whole process of developing talents for the hard to fill positions. The finding is

consistent with management literature on developing talents for the hard to fill positions because without systematic talent identification, resources allocated to talent development for the hard to fill positions would not be invested to yield the anticipated results.

Another research finding in relation to talent identification is that those medium sized enterprises that are in the higher segments of cohort talent development initiatives are also in the higher talent identification categories. Cohort talent development commences with identification of talents to be developed in order to perform a wide range of jobs. Thus, talent identification is a process, not an end by itself. It is logical to advance that these medium sized enterprises are consistent with the supply chain model of talent management (Cappelli, 2009), endeavouring to manage risks associated with insufficient supply of talents to sustain enterprise survival, growth, development and competitiveness. The study also reveals that medium sized enterprises with higher odds for talent utilisation also have a high propensity for talent identification. This finding reveals that these medium sized enterprises are inclined to maximise the values of talent management and therefore consistent with the management literature as detailed by scholars like Yeung (2006), Hausknecht, Rodda and Howard (2009), Rappaport, Bancroft and Okum (2003), Grigoryev (2006) and Axelrod, Hanfield-Jones and Michaels (2002). These scholars elaborated on the values of the talent management concept. This finding of talent utilisation to be positively associated with talent utilisation is consistent with the management literature that talent is the basis of enterprise success in the competitive business environment and that competitiveness is best driven by talented people (Piansoongnern & Anurit, 2010; Cappelli, 2008). From another perspective, this finding implies that those medium sized enterprises are optimising talents in line with the talent value management model (Joerres & Turcq, 2007).

Finally, the wide range study conducted on medium sized enterprises in Uganda was by Ernst and Young (2011). However, the study centred on economic linkages and related aspects of the medium sized enterprises and not talent management, with specific reference to talent identification. Thus, the said findings are independent of those of this study. Yi-Xue (2014) investigated talent management in selected medium to large-sized multinational enterprises in China. The study established that the human resources professionally applied the competency models as developed by Rothwell and Lindholm (1999) in talent identification. It was confirmed that the competency model was applied. The study defined the critical capabilities

needed in the enterprises and availed a common understanding and standards for assessing employees' qualifications and identifying high potentials among the employees. Based on the findings, the medium sized enterprises in Uganda are not using the competency model in their talent identification processes as those in China. Therefore, the above stated findings do inject new management literature regarding the concept of talent management in relation to medium sized enterprises in developing countries like Uganda. This is because no empirical study in Uganda, on the basis of the widespread literature searches, has revealed such findings in relation to talent identification processes.

Objective two: To determine how medium sized enterprises in Uganda develop talented employees to enable such employees to take up leadership positions in the foreseeable future.

The corresponding research question was:

Do medium sized enterprises in Uganda develop the identified talented employees to enable them take up leadership positions in the foreseeable future?

This research enquiry discusses fundamental aspects in relation to leadership talent development initiatives in the medium sized enterprises, bearing in mind the need to sustain continuity in a competitive business environment. By and large, the question attempted to unfold the approaches adopted by the medium sized enterprises in order to develop future business leaders, to establish the degree of willingness to develop business leaders and to ascertain the constructs, which influence or are significantly related to leadership talent development in the medium sized enterprises in Uganda.

The first finding in relation to leadership talent development in the medium sized enterprises reveals that main business, a component of the enterprise characteristics is significantly and positively associated with leadership talent development initiatives. This finding implies that the approaches and indications of leadership talent development differ from sector to sector. This is because each sector sees the world from a more or less different philosophical paradigm. Furthermore, it could be argued that "main business" influences the direction of leadership talent development because the intensity of leadership requirements differs. It is this difference which makes the statistical significance in term of involvement. In specific terms, the study revealed that those medium sized enterprises in food processing are highly

engaged in leadership talent development initiatives. It could be argued that food processing medium sized enterprises are highly involved in leadership talent development because there exist shortages of business leaders as was the case with school principals in developed countries like Zealand, Canada and USA (Rhodes & Brundrett, 2006). It could also be argued that medium sized enterprises in food processing are highly involved in leadership talent development probably because the level of competition is high, and this requires a different class of business leaders to manage and propel enterprises forward.

Another research finding in relation to leadership talent development is that technological advancement employed by the medium sized enterprises is significantly related to leadership talent development initiatives. In specific terms, the study reveals that those mediums sized enterprises with very bad technological advancements have lower odds of being in the higher leadership talent development categories. This finding implies that those medium sized enterprises with very bad technological advancement are inconsistent with the built to change theory (Lawler III & Worley, 2012) in terms of organisation structure, information decision systems and leadership therein. All these inconsistencies tend to have a negative bearing on leadership talent development. Furthermore, those medium sized enterprises with very bad technological advancement are also inconsistent with the five key principles for talent development (Pruis, 2011) and this probably, results into the lower involvement in leadership talent development initiatives.

Another finding in relation to research question two is that medium sized enterprises in the local joint venture have high odds of being in the higher leadership talent development segments. Management scholars have emphasised that the starting point of any talent development initiative is for the enterprise to have in place a critical and in-depth appreciation of the short- and long-term business strategies. This appreciation emanates from the leadership team of the enterprises (Haskins & Shaffer, 2010). Therefore, it could be argued that the joint venture – local ownership tends to provide leadership qualities, which appreciate the relevance of a talent development agenda. Consequently, these medium sized enterprises are in higher segments of leadership talent development because of being consistent with the talent development framework (Haskins & Shaffer, 2010). This finding tends also to be consistent with the talent value management model because leadership in the joint venture – local provides a strategic direction in terms of talent management and development and this positively impacts on leadership talent

development initiatives (Joerres & Turcq, 2007). At the same time, it is logical to advance that local joint venture ownership structure is consistent with the management literature by Cohn, Khurana and Revees (2005) in relation to succession planning.

Furthermore, the study established that location of the medium sized enterprise, a component of enterprise characteristics, significantly and positively determines the direction of leadership talent development initiatives. In specific terms, the study unfolded that medium sized enterprises in the peri-urban and rural areas have higher odds of being in higher leadership talent development segments than those in urban areas. This finding is consistent with the management literature that enterprises are experiencing shortages of business leaders because supply is not forthcoming; and this explains why leadership talent development programs are adopted (Fulmer, Stumpf, & Bleak, 2009). Secondly, the finding is also consistent with the HCPM (Ruse & Jansen, 2008) that enterprises are facing challenges of having the right calibre of people in order to sustain survival, growth, development and competitiveness. Therefore, the best option to ensure business continuity is for the medium sized enterprises to invest resources in leadership talent development agenda in anticipation to have capable business leaders. This finding is also consistent with the findings of a study conducted by Kaewsaeng-On (2016) in Thailand that location influences talent identification. However, the point of departure is that those enterprises [hotel] in Thailand tended to use reward management in order to overcome issues pertaining to talents, while the medium sized enterprises in Uganda are more inclined to leadership talent development as a strategy to overcome talent shortages resulting from location of the entity.

The study also reveals that leadership style, a component of managerial characteristics, is a significant determinant of leadership talent development initiatives in the medium sized enterprises in Uganda. This finding in relation to leadership talent development is that medium sized enterprises with top down leadership style are in the lower segments of higher leadership talent development categories. This finding supports the built to change theory which stresses that participatory leadership style is the most appropriate leadership style for leadership talent development initiatives in enterprises (Lawler III & Worley, 2012). This is to say; top down leadership style is not the most appropriate leadership style to enhance leadership talent development.

Furthermore, in relation to research question two, the study reveals that talent development

for the hard to fill positions significantly and positively influences leadership talent development in the medium sized enterprises in Uganda. These enterprises with high odds for talent development for hard to fill positions also experiences high odds for leadership talent development initiatives. This finding is in line with the rationale that enterprises which do not accord leadership talent development initiatives priority are bound to experience business challenges related to survival, growth, development and competitiveness (Cohn et al., 2005). Based on this business logic, it could be concluded that those medium sized enterprises with high involvement in hard to fill positions and higher engagement in leadership talent development initiatives tend to live within the adopted definition to latent management for the study (Yarnal, 2011).

The study also reveals that medium sized enterprises in the higher position talent development initiatives are also in higher leadership talent development segments. This finding is consistent with management literature, TDPA, that in the competitive business environment, the core objective of top leadership in enterprises is to ensure that the enterprise is talent rich; and this is best achieved when talent is identified and developed. Therefore, it is logical to affirm that these medium sized enterprises endeavour to live within the armpit of TDPA. This explains the relationship. Secondly, it could also be argued that the relationship between high position talent development initiatives and high leadership talent development categories is consistent with the agenda of the concept of brand talent developers (Smallwood & Ulrich, 2007).

The last finding in relation to research question two, is that reward management is significantly related to leadership talent development initiatives in the medium enterprises in Uganda. Specifically, the finding is that those medium sized enterprises in the higher segments of reward management categories are also engaged in higher odds of leadership talent development initiatives. Management scholars emphasise that enterprises are under a lot of pressure to develop and implement reward systems that motivate talented employees. Therefore, reward management is viewed as the interface with talents and sustaining different qualities of people in the enterprise who hold different expectations and motivations. Given that there exists no blueprint of reward management system in relation to talented people, enterprises have to design and implement retention strategies in anticipation to minimise the negative impact on competitiveness (Mujtaba et al., 2010; Adigüzel et al., 2010;

Mujtaba et al., 2010; Wan, 2007; Perry, 2001). Based on this management literature, the fundamental aspect of reward management is to attract and retain talents to enable enterprises' survival, growth, development and competitiveness. In the same vein, it is advanced that enterprises are faced with imbalances in the supply of business leaders. Thus, enterprises do evolve mechanisms to attract, retain and develop talents in business leaders (Fulmer et al., 2010). Hence, it can be concluded that before the enterprise embarks on leadership talent development there must exist a well developed and implemented mechanism which enables attraction and retention of talents in a competitive business environment. The best mechanism is reward management. Consistently, the finding that reward management, a factor outside enterprise and managerial characteristics, influences the direction of leadership talent development initiatives in the medium sized enterprises in Uganda.

Objective three: To establish how medium sized enterprises in Uganda develop talented employees to enable such employees ascend to the hard to fill positions in the foreseeable future;

The corresponding research question was:

To what extent do medium sized enterprises identify talented people to enable them to ascend to hard to fill positions in the foreseeable future?

Business operations are facing sustainability challenges, arising from the general lack of talent management initiatives. The urge to sustain competitiveness is a reality. In this regard, Manpower Inc, on the issue of talent shortages in January 2006 revealed the appalling shortages of talents in positions termed as hard to fill positions (Joerres & Turcq, 2007). Consequently, the purpose of this research question was to provide findings on how the medium sized enterprises in Uganda are responding to the talent management challenges arising from the hard to fill positions with the view of sustaining enterprise survival, growth, development and competitiveness. In addition, the responses to the research question were also feeding in the overall application of the concept of talent management in the medium sized enterprises in Uganda. Furthermore, this question was also modelled to bring out the factors which are influencing the dynamics of developing talents for the hard to fill positions in the medium sized enterprises in Uganda.

The first finding in relation to this research question is that main business, a component of

enterprise characteristics, is significantly associated with talent development for the hard to fill positions. In this regard, the findings further unfolded that medium sized enterprises in the education sector are in lower segments of involvement in hard to fill talent development initiatives. Another finding is that the number of employees in the enterprise has a bearing on the involvement in hard to fill position talent development initiatives. The bigger the number of employees, the greater the propensity of the enterprise to segment roles in the internal business processes with the view to enhance survival, growth, development and competitiveness. The talent value management model segment roles and this enables deployment, development and utilisation (Joerres & Turcq, 2007). Based on this management literature, it is logical to argue that hard to fill positions are clearly pronounced when there is segmentation of roles; and there is a high propensity that it is after the said segmentation that the enterprise is in position to single out the hard to fill position. This explains the relationship between the number of employees an enterprise has and talent development for the hard to fill positions.

The study also spread-out another finding in relation to research question three that owners' participation in the day to day management is significantly associated with hard to fill positions talent development ingenuities. In this regard, the study revealed that medium sized enterprises having lower owners' participation in the day to day management are less involved in talent development for hard to fill positions than those with higher owners' participation. This finding is inconsistent management literature on talent management. A case in point; Uren (2007) affirmed that it is not real for an enterprise to claim that it is implementing a talent management program which is not planned and linked to the strategic objectives. Secondly, the main critical component of talent management to be grounded in enterprises is the active participation of the top management team [owners]. It is vital that the enterprise evolves a "mind-set" inclined to talent development and always endeavour to have in place relevant processes and systems (Smallwood & Ulrich, 2007). Therefore, the finding implies that the owners of these medium sized enterprises did not have a clear mind set in respect of talent management; consequently, their level of involvement in developing talents for the hard to fills positions is low. This finding also inconsistent with the TDPA (Gandz, 2006). TDPA advances that the central objective of top management [owners] is to build the enterprise to be classified as talent rich, having at least two or three people developed, who are willing and capable to man positions when a need arises. Based on this

management literature, it is also logical to advance that the finding is a departure from the TPDA.

The study also unfolded that talent identification positively influences hard to fill position talent development initiatives in the medium sized enterprises in Uganda. Talent identification is that starting point of talent management initiatives in enterprises. This is based on the adopted definition of talent management (Yarnal, 2011). In the same vein, the concept of BTD illustrates that developing talents of employees is a fundamental factor to attainment of business strategy. This manifests a talent mind-set in all the divisions or sections of the enterprise. By identifying and developing talent, such enterprises walk the talk that people are the most valuable resource (Smallwood & Ulrich, 2007). Thus, the finding that medium sized enterprises in the higher segments of talent identification also have higher odds for hard to fill positions talent development is consistent with the adopted definition of talent management for the study and the management literature, the BTD. By identifying and developing talents, these medium sized enterprises are walking the talk that talented people are the most valuable assets in the business undertaking.

Another finding in respect of this research question is that higher position talent development is significantly associated with hard to fill positions talent development agenda in the medium sized enterprises in Uganda. Specifically, medium sized enterprises having higher odds for high position talent development are also having higher odds for talent development for hard to fill positions. This finding is consistent with the second principle of the supply chain model of talent management. The principle emphasises the need for enterprises to embrace the concept of portfolio, where talent development is geared at having a broad and general competency that fit in a wide range of positions in the enterprises. This implies that talent development for the hard to fill positions may have encompassed some elements of higher position and thus the relationship. This finding is also consistent with the impact element of the talentship model (Boudreau & Ramstad, 2005). The element of impact emphasises the concept of segmentation. This concept allows the enterprise to develop a talent pool capable of accelerating enterprise survival, growth, development and competitiveness. Thus, developing talents for higher positions and developing talents for hard to fill positions are consistent with talent segmentation. This finding is also consistent with the findings of Yi-Xue's (2014) study of talent management in medium and large sized multinational enterprises in China. The enterprises were applying succession planning processes to assist in talent

identification for high-potential employees and mapping for their development path designed to match it with the business strategy. This implies that talent segmentation is relevant in talent development initiatives in enterprises, whether in developing economies like Uganda or in a developed nation like China.

Objective four: To ascertain how medium sized enterprises in Uganda develop talented employees to enable such employees take up higher positions in the foreseeable future.

The corresponding research question was:

Do medium sized enterprises in Uganda develop the identified talented employees to enable them to take up higher positions in the foreseeable future?

From a business viewpoint, this question informed human resources management and development strategies in the medium sized enterprises in Uganda. Developing talents for higher positions implies forward planning and the business vision that medium sized enterprises strive to remain in a competitive market for a long, long period of time. The question also gave information on the extent to which medium sized enterprises in Uganda endeavour to “disengage” from continuous recruitment by developing talents internally in order to sustain enterprise survival, growth, development and competitiveness.

The first finding outspread that main business, a component of enterprise characteristics, significantly relates to or positively influences higher position talent development initiatives in the medium sized enterprises in Uganda. Specifically, it was established that medium sized enterprises in the education sector are having higher odds for higher position talent development agenda. This finding revealed that medium sized enterprises in the education sector are highly involved in higher position talent development initiatives in Uganda. This higher involvement in talent management initiatives is consistent with the management literature pertaining to the sector itself. Scholars have argued that in comparison with other sectors in the economy, talent management is not well grounded in the education sector. This is to say; talent management is a new phenomenon in the overall management of education institutions. Given the war of talents, enterprises in the education sector are striving to live to the new reality and this is a contributor to their higher involvement in higher position talent development initiatives (Behrstock, 2010; Rhodes & Brundrett, 2006). The second

finding in relation to higher position talent development is that the number of employees, a component of the enterprise characteristics, is a significant determinant of higher position talent development initiatives in the medium sized enterprises in Uganda. The bigger the numbers of employees, the higher the involvement in higher position talent development program. On the strength of the definition of a medium sized enterprise, it is logical to argue that it is the number of employees which forms the medium sized enterprise, the processes and related activities therein. Based on this finding, the bigger the number, the higher the involvement in higher position talent development initiatives. From another perspective, it is logical to argue that the number of employees influences the involvement in segmentation of employees and this has a bearing on the adaptation of a talent management agenda (Cappelli, 2009; Lawler III & Worley, 2012; Joerres & Turcq, 2007). The study also establishes that ownership structure, a component of the enterprise characteristics significantly influences higher position talent development initiatives in the medium sized enterprises in Uganda. This finding is consistent with the management literature. A case in point; it was established in a survey conducted in Northern Ireland that small and medium sized enterprises, the majority of which were family owned businesses, had inefficiencies in the field of organisational capability. The enterprises lacked the ability to create internal organisational structures and processes capable of influencing talented employees to generate organisational specific competencies (Reid & Adam, 2001). Consistently, it is logical to argue that the specific finding that medium sized enterprises under the shareholding ownership arrangement have a higher propensity for higher position talent development because their internal capability is highly developed in comparison with what transpired in Northern Ireland. The shareholding ownership structure enables enterprises to evolve prudent management systems, which is a contributor to the higher involvement in higher position talent development initiatives (Gandz, 2006; Reid & Adam, 2001).

Another research finding in relation to research objective four is that leadership talent development is a key determinant of the involvement in higher position talent development ingenuities in medium sized enterprises in Uganda. This study unfolded that medium sized enterprises with high odds of leadership talent development initiatives are also in the higher segments of higher position talent development categories. This finding is consistent with management literature in regard to leadership talent development in enterprises. It recognises that enterprises are faced with challenges of supply of business leaders. In the

process, talented and high performers are identified, and assessed in order to ascertain their strengths and professional inclinations. The identified employees with potential are placed on accelerated development in order to develop their skills and capabilities (Fulmer et al., 2009). Thus, it could be argued that those medium sized enterprises with higher odds of leadership talent development are having a higher propensity for higher position talent development because top management appreciates the business realities that the supply of business leaders is not forth coming. Secondly, this finding is consistent with management literature that there is no standard model for talent development (Newbold, 2010) and therefore, whatever the enterprise does to develop a talent is sufficient so long as it is linked to the strategic objectives. Another finding is that talent development for hard to fill positions is associated with higher position talent development in the medium sized enterprises.

Furthermore, the study also revealed that cohort of talent development initiative is highly associated with higher position talent development agenda in the medium sized enterprises in Uganda. This is to say, medium sized enterprise with higher odds for cohort of talent development are also in the upper segments of higher position talent development categories. This finding is inconsistent with the fourth principle, balancing employee interests by using an internal market of the supply chain model of talent management. Cappelli (2009) stressed that with globalisation, employees no longer depend on the employers' career path. However, based on these findings, it is logical to advance that employers [medium sized enterprises] have taken the initiative to develop talents for higher positions, managing the career path of talented people. Lastly, it was unfolded that talent utilisation influences the direction of higher position talent development in the medium sized enterprises in Uganda. It was revealed that those medium sized enterprises with higher odds of higher talent utilisation categories are also in the higher segment of higher position talent development initiatives. This finding is consistent with the management literature, the BTM. Enterprises which are BTM do undertake employee development and have a high propensity to attract, engage, utilise talented people in a competitive business environment (Smallwood & Ulrich, 2007).

Objective five: To establish whether medium sized enterprises have in place a cohort of developed people who are in position to immediately fill up any vacant posts when demand crops up in order to sustain enterprise survival, growth, development and competitiveness.

The corresponding research question was:

To what degree do medium sized enterprises develop identified talented people to have in place a cohort of developed people who are in position to immediately fill-up any vacant posts when demand crops up in order to sustain enterprise survival, growth and competitiveness?

This research question was designed to establish how medium sized enterprises structure their talent development initiatives to respond to business realities resulting from globalization, with specific reference to talent attraction and retention with the view to sustain competitiveness.

The first study finding was that main business, a component of enterprise characteristics, is a significant determinant of cohort of talent development initiatives in the medium sized enterprises in Uganda. Specifically, the findings are that medium sized enterprises in the education and health sectors are in the lower segments of cohort of talent development agenda. The lower involvement of health based medium sized enterprises in cohort of talent development could be attributed to training of medical personnel, for example, doctors and nurses at institutions of higher learning. By and large, the training of these medical personnel tends to encompass the concept of portfolio in order to reduce uncertain in talent management. The medical personnel are trained to have general competencies which are appropriate for a wide range of jobs in the sector (Cappelli, 2009). Based on this fact, the necessity to develop cohorts as a strategy to sustain enterprise survival, growth, development and competitiveness is low, resulting into lower involvement in cohort of talent development. Secondly, the lower involvement of health based medium sized enterprises in cohort of talent development could also be attributed to the macro aspects of the health sector of Uganda. The health sector of Uganda is engulfed in understaffing, resulting into high medical personnel patient ratios and brain drain. A significant number of medical personnel seek for green pasture outside the country (the Parliamentary Committee of Health, the *Ministerial Policy Statement for Health Sector for the Financial Year 2012/13*). Given this unwanted situation in the health sector, it is logical to advance that investing resources to develop cohorts of talents is a highly risky venture. This explains the lower involvement of the medium sized enterprises in the health sector in the aspect of cohort of talent development. The finding that

medium sized enterprises in the education sector are in the lower ebb of cohort of talent development agenda is consistent with management literature that the strategic alignment of education-based enterprises to the new phenomenon of talent management is just taking shape. This situation is evident by the pace of adaptation of human capital and talent management divisions or departments in the US school districts (Behrstock, 2010). Therefore, it is logical to conclude that the lower involvement of education based medium sized enterprises in cohort of talent development is attributed to the lower engagement in talent management phenomenon in schools and higher institutions of learning.

The study also unfolded that the number of employees, a component of enterprise characteristics, significantly and positively influences cohort of talent development in the medium sized enterprises in Uganda. As stated earlier, the number of employees forms the basis of classification of enterprises in Uganda. This further implies that the numerical figure of employees could easily be applied for classification and talent development in order to attain strategic objectives. Therefore, the higher the number of employees, the greater the ability of the medium sized enterprises to segment talent utilisation (Ruse & Jansen, 2008; Cappelli, 2009) and ultimately to engage in cohort of talent development initiatives with the view to sustain enterprise survival, growth, development and competitiveness.

Another finding of the study in relation to research question five is that ownership structure, a component of enterprise characteristics, significantly influences cohort of talent development initiatives in medium sized enterprises in Uganda. Specifically, it was revealed that foreign joint venture medium sized enterprises have lower odds of being in the higher cohort of talent development categories. By and large, foreign joint ventures are basically multinational enterprises evolving on the global talent management practices which are distinct from the local based enterprises talent management systems and practices. This finding is consistent with McDonnel, Lamare, Gunnigle and Lavelle (2010) that multinational enterprises human resources pivot on global succession planning and this informs their actions towards talent development and utilisation. There are human resources secondments across the multinationals and this informs the lower involvement in cohort of talent development initiatives in the medium sized enterprises in Uganda.

This study also revealed that leadership style, a component of managerial characteristics, influences the direction of cohort of talent development in the medium sized enterprises in

Uganda. In this regard, it was revealed that those enterprises which reported having autocratic leadership style were in higher odds of being in higher cohort of talent categories. This finding is inconsistent with management literature as detailed in the built to change theory. The theory stresses that the leadership style needs to embrace sharing of leadership roles in order to enhance talent management agenda (Lawler III & Worley, 2012). This finding is also inconsistent with the research findings of Kaewsaeng - On (2016) with regards to talent management in the hospitality industry in Thailand. These findings emphasised that for talent management to flourish in the industry, it is critical to accord due consideration to the culture of the Thai and how Buddhism sharpens their influences, their actions, behaviours and beliefs. Autocratic leadership is totally the opposite of a leadership style which takes into account the unique beliefs of individuals. Furthermore, this finding is also inconsistent with Kaewsaeng-On's (2016) study which established that the leadership of enterprises needs to be inclined to 'building good relationships' among the employees and making them feel integrated within organisations. This is a fundamental element in talent management in the hospitality industry in Thailand. Thus, the point of departure is that autocratic leadership lacks the ingredients of building good relations with employees because of the failure to share leadership roles. This finding of the study in relation to autocratic leadership style and developing a cohort of talents is also inconsistent with the TDF in as far as leadership style and talent development initiatives are concerned (Haskins & Shaffer, 2010). During the research, the researcher failed to find out literature and research findings and outcomes which support this finding, that autocratic leadership enhances higher involvement in cohort of talent development initiatives.

The study also established that those medium sized enterprises which reported having a higher propensity of talent identification are also in higher odds of cohort of talent development categories. This finding is consistent with principle one - formulation of crystal-clear talent development policy in the enterprise (Pruis, 2011) in as far as providing pertinent answers to the fundamental identification questions and channelling the identified talents into cohort development, as strategic business directions are concerned. In this regard, the finding is also consistent with the rationale that talent management is geared at providing an ease and sufficient supply of talents in order to align the right skills with the available jobs, with the intention to attain short and long terms strategic objectives (Areiqat et al., 2010). Furthermore, the finding is also consistent with the management literature as illustrated by

the HCPM, in ascertaining the type of talent requirement on the basis of future needs (Ruse & Jansen, 2008). The finding is also consistent with the principle of making and buying of the supply chain model of talent management (Cappelli, 2009). Medium sized enterprises are inclined to making talent in-house.

The study unfolded that those medium sized enterprises with higher odds of leadership talent development are also in higher segments of cohort of talent development initiatives. This finding is consistent with the management literature. Fulmer et al. (2009) stressed that the supply of business leaders in enterprises is not forthcoming and therefore, the need for investing in leadership development is of paramount importance to enterprises. At the same time, cohort of talent development is designed to have talented employees with a broad knowledge and skill-based in order to manage a variety of positions in the enterprises when a need arises (Cappelli, 2009). Therefore, based on the said management illustrations, it is extremely difficult to delink leadership development from cohort of talent development initiatives. This is because cohort of talent development also encompasses leadership skills, thus the said research finding. Another finding of the study in relation to research question five is that hard to fill positions talent development initiatives are highly associated with cohort of talent development agenda in the medium sized enterprises in Uganda. This finding is consistent with concept of talent segmentation as a logical differentiation of the talent pool in enterprises on the basis of relative importance to strategic success (Boudreau & Ramstad, 2005). Therefore, it is logical to advance that this finding is consistent with the fundamental aspects of the talentship model (Boudreau & Ramstad, 2005).

Furthermore, the study stretched in relation to the research question under review that medium sized enterprises with higher odds of higher position talent development initiatives are also in higher propensities of cohort of talent development initiatives. This finding implies that medium sized enterprises are emphasising growth from within and talented people are fundamental in driving enterprise competitiveness. This approach to talent development is consistent with the concept of BTD (Smallwood & Ulrich, 2007). Secondly, the finding also implies that the medium sized enterprises tended to be consistent with the segmentation of roles, under the talent value management model (Joerres & Turcq, 2002). Lastly, the study revealed that those medium sized enterprises which are registering higher odds of talent utilisation also are in higher odds for cohort of talent development initiatives. This finding is consistent with the management literature that cohorts of talents are developed in

order to ensure that there is continuity of operations when the demand for talents to man specific workstations arises (Cappelli, 2009). Therefore, it is logical to argue that cohorts of talents are developed in order to enhance enterprise performance through talent utilisation. This finding is a symbiotic relationship in that high talent utilisation processes call for the need to have cohorts of talents and cohorts of talents do enhance talent utilisation in the medium sized enterprises in Uganda.

Objective six: To identify how medium sized enterprises in Uganda utilize talented people in relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness.

The corresponding research question was:

How are talented people utilized in medium sized enterprises in Uganda in relation to their individual potential with the view to advancing and sustaining enterprise survival, growth, development and competitiveness?

The intention of this research question was to establish how talented employees are utilised in the context of talent management horizon and enterprise performance. The agenda was to inform the extent to which the medium sized enterprises appreciate talent management in the sphere of business competition. This is because talent utilisation has a bearing on enterprise performance, survival, growth, development and competitiveness.

The first finding in relation to talent utilisation is that main business, a component of the enterprise characteristics, influences the direction, pattern and pace of talent utilisation in the medium sized enterprises in Uganda. In this regard, it was established that medium sized enterprises in the education sector are in the higher segments of talent utilisation. These medium sized enterprises constituted the biggest number of enterprises in the study, 21.23 percent. Based on these results, and the finding that medium sized enterprises in the education sector are in higher horizon of talent identification, it is logical to affirm that the war of talents as a global phenomenon is a reality in developing countries, like Uganda. This finding supports the argument that enterprises whether small, medium or large sized are competing for markets and the necessity to have employees with potential, skills, capabilities and self-drive is a reality (Sweem, 2009; CIPD, 2006; Pfeffer, 1994). Secondly, the study also unfolded that the number of employees is significantly and positively related to talent

utilisation in the medium sized enterprises. This is to say, the bigger the number of employees the greater the propensity to maximise talent utilisation in the medium sized enterprises. This finding is consistent with management literature. The human capital planning model recognises that enterprises are faced with the challenge to have in place the right number of people in right places in order to enhance talent utilisation and consequently, overall performance. Therefore, when the right balance of talents is achieved, enterprise performance is enhanced. Therefore, it is logical to advance that the number of employees influences the deployment and consequently talent utilisation in enterprises (Ruse & Jansen, 2008).

Another finding of the study in relation to talent utilisation is that location of enterprise, a component of the enterprise characteristics influences talent utilisation in the medium sized enterprises in Uganda. Specifically, the study establishes that medium sized enterprises in the peri urban areas are in the lower segments of talent utilisation. This finding is consistent with the management literature, that talented people have a preference to stay in urban areas with developed amenities (Florida 2010; Lucas, 1988; Black & Henderson, 1999; Eaton & Eckatsin, 1997). For the medium sized enterprises in the peri urban areas, the finding implies that these enterprises are experiencing shortages of talented people; and this negatively affects talent utilisation. Therefore, human capital is highly associated with urbanisation and related to social amenities which are not necessarily in the pre-urban areas. This finding is also consistent with the study conducted by Kaewsaeng-On (2016) in Thailand. This study established that location of hotels was a critical element in talent identification, engagement, retention and utilisation. Those enterprises [hotels] located in areas where accessibility was a problem in terms of physical movement, encountered challenges in attracting and retaining talented people capable to propel enterprises competitiveness.

The study also revealed that leadership style, a component of managerial characteristics, influences talent utilisation in the medium sized enterprises in Uganda. Specifically, the study unfolded that medium sized enterprises having autocratic leadership style are in lower odds of higher talent utilisation categories. This finding is consistent with the management literature which emphasises that participatory leadership is the most appropriate leadership style for talent management initiatives. The literature emphasises that top managers have a responsibility to share leadership roles in enterprises in order to develop talents and this has a positive bearing on talent utilisation (Lawler III & Worley, 2012).

Another research finding in relation to talent utilisation is that talent identification influences talent utilisation in the medium sized enterprises in Uganda. This is to say, those medium sized enterprises with higher talent identification odds are also in the higher talent utilisation segments. This finding is consistent with the management literature on talent management and its importance to enterprise survival, growth, development and competitiveness. A case in point, the finding is consistent with the supply chain model of talent management (Cappelli, 2009) in as far as talent acquisition [identification] of the required skills and utilisation of the right skills in order to sustain enterprise competitiveness are concerned. It is the right identification of talents which informs the high talent utilisation in the internal business processes leading to enterprise survival. The finding is also consistent with the talentship model in as far as talent identification and utilisation are concerned. The model emphasises the relevance of scientific approaches in talent identification, which ultimately informs the higher talent utilisation in enterprises (Boudreau & Ramstad, 2005). In essence, this finding upholds the relevance of talent management to enterprise competitiveness in Uganda.

This study of talent management in the medium sized enterprises in Uganda revealed that higher position talent development initiatives have a bearing on talent utilisation. This is to say, medium sized enterprises with higher odds for higher position talent development are in the higher segments of talent utilisation categories. It is imperative to appreciate that higher positions in enterprises are mainly business leadership positions. Management literature emphasises that there are shortages of business leaders and this occurrence has negative effects on enterprise performance through talent utilisation (Munsamy, 2007). At the same time, management literature emphasises that there are talented people who are not willing to take up higher positions in enterprises due to burnouts (Riccio, 2010; Rothwell, 2007; Thau & Heflin, 1997). Therefore, the finding that medium sized enterprises with higher odds of higher position talent development initiatives are also in higher segments of talent utilisation is consistent with the management literature. Having business leaders enhances the enterprises ability to positively respond to the commercial risk analysis, managing competitiveness, monitoring changes in the market based on signals, fast tracking innovations and to prudently respond to customer expectations in a dynamic market (Munsamy, 2007). All these aspects point to one fact, that is, higher talent utilisation.

Lastly, the research finding in relation to talent utilisation research question is that medium sized enterprises in the upper percentile of reward management segments are also in higher talent utilisation categories. This finding is consistent with the findings of Kaewsaeng-On's (2016) study in the hospitality industry in China. Enterprises [Hotels] considered appropriate pay and other related benefits to talented people as a recognition of their contribution in terms of enterprise performance. Higher reward to talented employees is also considered as the business approach to attract, retain and motivate talents and utilisation. The reward approach was viewed as the most appropriate and widely used business technique by hotels which participated in the study. The study finding is also consistent with the management literature by Mujtaba and Shauaib (2010), Adigüzel et al. (2010), Walker (2010) and Wyatt (2008) that globalisation has resulted into a stiff competition for talents and enterprises have come to a conclusion that success can only best be achieved and sustained when talented people are motivated; and that reward management greatly influences attraction, retention and utilisation of talents. Thus, the finding implies that medium sized enterprises in Uganda endeavour to live within the contextual frame of globalisation and a talent management agenda.

Objective seven: To establish the degree to which the reward management for talented people in medium sized enterprises is competitive.

The corresponding research question was:

To what degree is the reward management for talented employees in medium sized enterprises competitive?

This research question was designed to unfold the extent to which the medium sized enterprises are in position to attract and retain talented people in a competitive business environment. This is because reward management is a critical ingredient in the overall talent management initiatives in enterprises. Secondly, the question was also framed to unfold the degree to which the reward mechanisms applied by the medium sized enterprises are in line with the aspirations of the talented people, given globalization, the war of talents and the competitiveness in the market.

The first finding in relation to reward management in the medium sized enterprises is that

main business undertaking influences reward management therein. In specific terms, the study unfolded that medium sized enterprises in food processing, hospitality and in health sector are in lower ebb of higher reward management categories. This finding is consistent with management literature, the built to change theory. The theory emphasises that enterprises designed on the basis of traditional approaches tend to experience challenges in their modelling of managing talents, reward management systems, organisational structures, and information and decision systems. All these management aspects do affect enterprise growth, development and competitiveness (Lawler III & Worley, 2012). Based on this management literature therefore, it is logical to argue that medium sized enterprises in food processing, hospitality and health sector are probably framed on traditional management systems and this negatively affects their ability to evolve change management; and ultimately, they lag behind in reward management systems. The study also revealed that technological advancement, a component of enterprise characteristics significantly influences reward management in the medium sized enterprises in Uganda. In specific terms, it was established that medium sized enterprises with good technologies in higher odds of reward management categories. This finding is consistent with the management literature that talented people have high tendencies to demand for better technologies. The case of the Pharma Company is a classic example that talented people demanded high technologies and better working environment similar to those in multinational corporations (Sharma & Bhatnagar, 2009). Based on this management literature, it is logical to conclude that good technologies enable the medium sized enterprises to attract and retain talented people who in turn use the good technologies in the internal business processes to accelerate enterprise performance and competitiveness, which in turn yield better returns on investment, resulting in greater rewards. This explains the relationship between good technologies and higher reward management odds in the medium sized enterprises in Uganda.

The study also spread-out that ownership structure, a component of enterprise characteristics, significantly influences reward management in the medium sized enterprises in Uganda. Precisely, it was established that medium sized enterprises under the shareholding arrangement have a high probability of being in the higher segments of reward management categories. This finding is consistent with the findings of Werner, Tosi & Gomez-Mejia (2005) - *Organisational Governance and Employee Pay: how ownership*

Structure affects the firms Compensation Strategy, in which it was established that enterprises which are manager controlled [similar to sharing holding enterprises] tend to have in place reward management systems which recognise employee performance and endeavour to propel growth of the entity. The managers of such enterprises endeavour to maximise return on investment because of the downward benefits like bonus, stock options and holding shares; but they are also staffed with highly talented people with managerial knowledge and skills who propel growth, and in the end, they also benefit (Mujtaba et al., 2010; Adigüzel et al., 2010). This finding is also consistent with the TDPA that for enterprises to succeed in talent management, there is a need to have in place human resources management systems like planning, recruitment and selection, performance management systems and compensation plans to enable employees progress (Gandz, 2006). Consistently, it could be argued that the sharing holding medium sized enterprises frame their reward management on developed management systems. This finding is also consistent with the reward systems arm of the built to change theory. This arm of the model stresses that built to change enterprises have to engage various reward management systems as a business strategy to retain talented employees in order to propel enterprise competitiveness (Lawler III & Worley, 2012).

The study also established that active website, a component of enterprise characteristics significantly influences reward management in the medium sized enterprises in Uganda. Specifically, it was revealed that medium sized enterprises with no active websites have lower odds of higher reward management categories. This research finding supports management literature on the relevance of ICT development in developing economies in Africa. It has been established that websites are “learning channels” for enterprises and do provide relevant information which positively impact on productivity and overall performance (Ramachandran et al., 2009). Therefore, it could be argued that medium sized enterprises with no website are lagging behind in reward management systems probably because no real time information can be obtained in decision making processes because relevant data cannot be accessed by use of ICT platforms like active websites. Therefore, it is logical to advance that it is hard to sustain higher segments of reward management without baseline data and this information is best obtained through websites/internet. The study also unfolded that owners’ participation, a component of managerial characteristics, is a determinant of reward management in the medium sized enterprises in Uganda. Specifically, the study revealed that medium sized enterprises which are experiencing high owners’

involvement in the day to day management are in the higher segments of reward management. Based on figure 5.3, the majority of the medium sized enterprises are family owned enterprises. In this regard, Reid and Adam's (2001) management survey of practices within family and non-family enterprises in Northern Ireland established that family-based enterprises involvement in human resources was very low indeed. The study pointed out that this situation was mainly caused by organisational capability to implement human resources policies and practices, in comparison to those enterprises where ownership was non-family. Based on this management literature, it is logical to generalise that the situation in Northern Ireland is not difference from what is happening in Uganda. Therefore, the failure to evolve prudent management systems is probably substituted by the high involvement of the promoters in the day to day management of the medium sized enterprises. Consequently, decisions are taken to reward talented people as and when a need arises. Therefore, it could be argued that the high reward is not framed on human resources management systems but rather on individual instinct on how the enterprises are perceived from the eyes of the promoters.

The study also revealed that the academic attainment of a general manager, a component of the managerial characteristics, influences reward management in the medium sized enterprises in Uganda. This finding is consistent with the management literature. This finding is consistent with management literature. Ramachandran et al. (2009) acknowledged that indigenous enterprises whose managers/owners have attained university education have high tendencies to grow and develop faster than those whose managers have not attained that level of education. Promoters of indigenous enterprise who have attained the university education level endeavour to start much larger enterprises than those without such level of education [degree]. It was also established that university education attainment tends to be correlated with larger sized enterprises at start up. Based on this management literature, it is logical to advance that the mere fact that managers with university education attainment tend to "think big and act big" in relation to enterprise start up, growth and development, the issue of talent management cannot be ruled out of the equation. As these managers evolve to expand the enterprises, the issues of attracting and retaining talented is incorporated in the game plan and this explains their higher involvement in reward management segments. The study also established that leadership talent development is highly associated with reward management

in the medium sized enterprises in Uganda. Specifically, the study revealed that medium sized enterprises with higher odds of leadership talent development categories are also in the higher segments of reward management. This finding is consistent with management literature on leadership talent development and reward management. The agenda of leadership talent development is to ensure that enterprises have a continuous supply of business leaders in order to spearhead the overall management of internal business processes with the view to enhance business continuity, growth, development and competitiveness. In the same vein, it was established that prosperous enterprises in a competitive business environment heavily invest in human resources development. Leadership development is considered to be an integral part of the whole human resources development agenda (Munsamy, 2007; Locke & Tarantino, 2006). In order to sustain the agenda of leadership talent development, these medium sized enterprises appear to be inclined on the built-to-change theory in that, reward systems are probably not aligned to seniority or longevity in service. The built-to-change enterprises engage various reward mechanisms such as bonuses, stock options, person-based pay, performance related pay, among others, as a strategy to retain talented employees in order to sustain competitiveness. This explains the higher reward management involvement, thus the findings.

Lastly, the study revealed that talent utilisation is significantly associated with reward management in the medium sized enterprises in Uganda. In this regard, medium sized enterprises in the higher talent utilisation segments are also in higher reward management odds. This finding implies that medium sized enterprises which are in the higher talent utilisation categories are also in higher probabilities for being in the higher reward management categories. First and foremost, this finding is consistent with the adopted definition of talent management in this study that enterprises have to endeavour to systematically attract, identify, develop, engage, retain and utilise talented people to make current or future contribution to enterprise success (Yarnall, 2011). Higher reward management odds imply that these medium sized enterprises are striving to retain talented people in order for them to make contributions to the enterprises in terms of performance and competitiveness. This contribution is best achieved through higher utilisation of talents. Secondly, the finding is in line with the management literature in relation to retention and reward management as illustrated by Mujtaba et al. (2010) and Adigüzel et al. (2010) that for enterprises to sustain competitiveness, the best approach is

talent management and reward management does not need to be viewed as a cost but rather as the basis for talent retention. It is talent retention which translates into talent utilisation. This finding of the study is also consistent with the finding of Xue's (2014) study of medium and large sized multinational enterprises in China. It was established that all the participating enterprises in the study echoed the challenges of attracting and retaining senior management level and technical talents for utilisation. As a consequence, the enterprises were forced to be involved in higher reward management by paying higher remunerations to talented people. From another perspective, Kaewsaeng-On (2016) conducted a study of talent management in the hospital industry in China. One of the findings was that hundred per cent of the participating enterprises affirmed that market rates in terms of reward/compensation to talents people was the basis for talent attraction, retention and utilisation. Thus, the finding of this study is also consistent with the findings of Kaewsaeng-On (2016) in as far as the positive relationship between talent utilisation and reward management is concerned. Furthermore, this finding is also consistent with the built to change theory that enterprises have to shift from traditional approaches in management and embrace changes in their operations, with specific reference to talent management, leadership and reward management systems. These medium sized enterprises appear to be operating in the horizon of built to change theory (Lawler III & Worley, 2012).

6.3. Conclusions

In most cases, medium sized enterprises in emerging economies do engage themselves in issues of talent identification, talent development, leadership development, and reward management without being guided. This affects return on investment and enterprise survival, growth, development and competitiveness. In fact, human resources management issues in most medium sized enterprises are structured and implemented from the owners/managers perception without prior consideration to the dynamics of talent management. In this competitive business environment, it is critical that medium sized enterprises adopt and integrate talent management in their short- and long-term business agenda because it informs and drives enterprise growth, competitiveness and development. The sole aim of this in-depth study was to develop a model for talent management that could be applied by the medium sized enterprises to attract and retain talented employees in order to sustain enterprise survival, growth, development and competitiveness. This original study of talent management

has generated critical findings and made pertinent conclusions which could be utilized by the medium sized enterprises in the field of talent management and broad human resources management. Those in academics, with interest in the concept of talent management are also beneficiaries. For the medium sized enterprises, a talent management model was developed which can be applied in people management and development with the objective to intensify enterprise survival, growth, development and competitiveness.

6.3.1. Limitations of the study

The limitations cited in Chapter One of this thesis were by and large handled by the researcher in order to come out with a creditable study. First and foremost, the researcher endeavoured to minimise the effects of the said limitations on the study results by establishing a cordial working relationship with the sampled medium sized enterprises by communicating the overall intention of the study and emphasising its benefits. The researcher also confirmed to the medium sized enterprises that the names of the respondents and participants, and those of the medium sized enterprises were not to be named in the responses and subsequent analysis. Secondly, in order to minimise the effects of these limitations, the researcher observed the cardinal principles of questionnaire design. For example, an elaborate introduction was provided; the questions therein were well structured, with no ambiguities; leading questions were avoided; and the starting questions were simple. In essence, the questionnaire was framed from simple to complex issues and this enabled the respondent to be at ease. This was well reflected in the overall responses to the questionnaire items.

The study evolved on the construct of talent identification, leadership talent development, cohort of talent development, hard to fill positions talent development, higher position talent development, talent utilisation, and reward management to constitute talent management in the medium sized enterprises. Therefore, based on this multi items composition of talent management, it is logical to argue that, may be, other dimensions and related attributes critical to talent management agenda in enterprises were not determined or incorporated in this study pertaining to people management. It is held that cultural factors do account for about 10 percent of the variation in profitability between enterprises (Patterson, Lawthom & Nickell, 1997). Based on this assertion, the developed talent management model is embedded in a business culture, more centred to Uganda. This probably implies that the developed talent management model is culture centred in terms of applications and use. The overall

implication of the study is that, necessary steps need to be taken in terms of validation of the model and consequently subject it to testing in other business cultural settings and in different developing economies.

6.3.2. Original contribution to the Body of Knowledge

This study, a talent management model for medium sized enterprises in Uganda, consulted and profited from research works of previous scholars in the field of talent management and SMEs (e.g., Kaewsaeng-On, 2016; Cho, 2016; Yi Xue, 2014; Jackson, 2010; Sween, 2009; Merten, 2010; Baublyte, 2010; Migiro, 2005; Beck, Demirguc-Kunt & Levine, 2003; Ernst & Young, 2010). However, it is important to appreciate that the contribution to the body of knowledge generated by this study is unique, original and different from those of previous research studies in many ways. A case in point is the study area, the research questions, the theoretical framework underpinning the study, the conceptual framework, research methodology applied, and the data analysis approaches adopted. It is true that previous studies adopted either quantitative or qualitative or mixed approach in order to generate research findings. However, the fundamental difference is that this study used a mixed approach, but it centred on medium sized enterprises and the sample encompassed enterprises from various sectors of the economy, namely, manufacturing, food processing, telecommunication, hospitality, construction, education, health and Others. This composition of the medium sized enterprises points to originality of the study. The study also used descriptive statistics; and bivariate assessments was made by using unadjusted and adjusted linear regression. Qualitative data collection was based on the theoretical sampling technique, and the data was analysed up to saturation point. The current study proposes a number of recommendations in the field of talent management in developing countries, with specific reference to medium sized enterprises. The investigation also makes a contribution to the body of knowledge by proposing areas of further study. However, the fundamental contribution of this study is the talent management model for medium sized enterprises in Uganda. This model is original and no study in the field of talent management has generated it. This is an original contribution to the body of knowledge.

The developed talent management model for medium sized enterprises in Uganda was arrived at by using the procedure described in Chapter Four, Section 23 (Data Analysis and Processing of Quantitative results (Procedure)). In summary, after bivariate analysis of talent management

in medium sized enterprises, enterprise characteristics and managerial characteristics, this was followed by multivariate analysis applying the multi-linear regression model. This adaptation was based on logic that the outcome variable was continuous. The developed talent management model for medium sized enterprises has eight dimensions influencing talent management (four enterprise characteristics and four managerial characteristics dimensions). The developed model for talent management in the medium sized enterprises is diagrammatically presented in figure 9 hereunder.

6.3.3. Summary of the talent management model for medium sized enterprises in Uganda

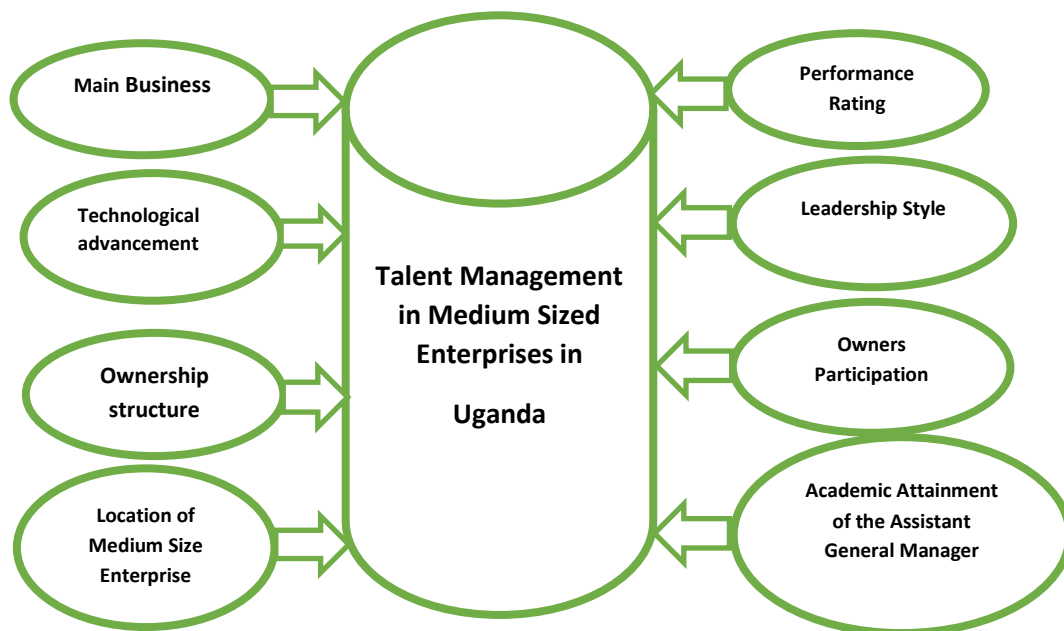


Figure 9: The developed talent management model for medium sized enterprises

Source: Author

A Talent Management Model for Medium Sized Enterprises in Uganda

It consists of the followings components which significantly determine or influence talent management in the medium sized enterprises in Uganda:

1. Main business undertaken by the medium sized enterprises
2. Technological advancement

3. Ownership structure
4. Location of the medium sized enterprise
5. Performance rating
6. Leadership style adopted in the medium sized enterprise
7. Owners participation
8. Academic attainment of the Assistant General Manager

Furthermore, the study makes a significant contribution to talent management literature, specifically on the concept itself and theory of talent identification, leadership talent development, higher position talent development, talent development for hard to fill positions, cohort of talent development, talent utilisation, and reward management in the context of medium sized enterprises in developing countries. As stated earlier, talent management knowledge and literature tend to diminish as one transits from the developed world to emerging economies. Thus, this study makes a positive contribution towards bridging the said knowledge gap.

6.3.4. Practical Contributions

The commercial worth of the developed model is its application in assisting medium sized enterprises to undertake talent management initiatives in order to sustain survival, growth, development and competitiveness. The model will assist owners and managers of medium sized enterprises on how best to cascade talent management in order to enhance talented people performance in a competitive business environment. Therefore, the developed talent management model for medium sized enterprises is both a scholarly undertaking and a practical business venture in the competitive business environment, with specific reference to those in the emerging countries like Uganda.

6.4. Recommendations

The significance of talent management to medium sized enterprises operating in a competitive environment is a business reality. The dependence on general management practices which do not give due recognition to talent management is a structural weakness and a danger to medium sized enterprises in terms of survival, growth, development and competitiveness. The major observation unfolded in this study is that talent management is extremely relevant to

medium sized enterprises because of the new dimension and significant relationships it brings in people management. The assumption or notion that talent management initiatives best suit multinational enterprises and related corporations, based on the fact that the vast literature or studies have been conducted in developed countries, has been challenged by this study. The backbone is that talent management is relevant to enterprises operating in a competitive environment, irrespective of the level of economic development of the country and size of the entity.

Consistently, there is need for the medium sized enterprises in Uganda to urgently embrace the concept of talent management, through continuous revisiting their talent identification processes, talent development initiatives, leadership development, leadership styles adopted therein, talent retention programs, talent utilisation and reward management systems. This will enable the medium sized enterprises to be aligned with the volatile competitive business. The medium sized enterprises need to re-examine their leadership style and leadership talent development in order to change the overall people management spectrum to sustain survival, growth, development and competitiveness. In so doing, the vast majority of the medium sized enterprises in Uganda will be able to walk the talk that people are the most valued assets in business processes. In all the effort to enhance talent management, the developed model will go a long way to assist the medium sized enterprises in Uganda. The application of the model will provide insight in the right direction.

6.5. Suggestion for further Research

In most cases, business related studies do generate areas for further investigations. This study is not an exception. Accordingly, below are the specific research studies that materialised from this study of talent management in the medium sized enterprises in Uganda.

As a result of globalisation and intensified competition for resources and talents, the popularity and significance of the phenomenon of talent management is steadily increasing in developing countries. This management situation can be attributed to the increasing penetration of internet which has increased access to new management knowledge and the invasion of multinational enterprises through FDI, which governments in Africa do consider potentially relevant for socio-economic development through employment creation, wealth generation and political

stability. In this study of talent management, the researcher did not accord time and attention to the overall appreciation of the concept of talent management in the medium sized enterprises in Uganda. The researcher only used proxy questions which were statistically analysed and aggregated in order to create the concept of talent management in the medium sized enterprises. Therefore, there is a need to evolve research studies to establish how the medium sized enterprises in Uganda and even in other developing countries perceive the concept of talent management. This type of study will go a long way to ascertain the degree at which talent management is grounded in these enterprises. Consequently, the researcher suggests that studies need to be conducted in order to establish what the medium sized enterprises perceive to be talent management and to establish how the mechanism is used by the enterprises to conclude that a particular person is a talented one. This type of research undertaking would make a contribution to what employees, supervisors, managers and owners of the medium sized enterprise perceive to be “talent” which has to be managed in order to sustain enterprise survival, growth development and competitiveness. In the final analysis, the results of the study will inform job seekers, university graduates and lecturers of what the labour market expects them to be so that they would be segmented as “talented people”. Thus, the results of the study will inform learning, knowledge and skill development processes of the long-term expectation in the competitive market of talents.

This study centred on talent management in the medium sized enterprises in Uganda. In the process, the medium sized enterprises were amalgamated for analysis. In order to generate a greater appreciation of the concept of talent management, the researcher suggests that there is a need to conduct further studies in each sector of the economy where medium sized enterprises do operate. For example, there is a need to conduct studies on how talented people are managed in the education sector, hospitality industry, construction sector, health sector, to mention a few. Such studies are likely to provide further in-depth knowledge and unfold varying results from the research undertaking in the field of talent management. For example, in this regard, the findings of the study revealed that the medium sized enterprises in the education sector have higher propensities for talent identification initiatives. It is worth a researcher’s effort to establish, from the talent management perspective, the retention aspects of the identified talents in the medium sized enterprises in the education sector of Uganda.

This study of talent management in the medium sized enterprises revealed that medium sized enterprises in the education sector draw talents from the public education systems in respect of hard to fill positions on a part time basis. This approach to talent management appear to have consequences on the overall service delivery in the public education system of the country. Therefore, the researcher is of the opinion that there is a need to conduct research in order to ascertain the net impact of the practice on drawing talents from the public education system in Uganda.

This study centred on the talent management in the medium sized enterprises and no mention was made on the large sized enterprises. Therefore, the researcher is of a strong view that there is need to investigate talent management practices in the large-scale enterprises in Uganda with the view to answer the question: “what model of talent management is being used in large scale enterprises in Uganda or in any other developing country?”

Lastly, the issue of management systems was cross cutting in the study. It was revealed that there are strong linkages between management systems and talent management in enterprises. Therefore, the researcher is of the view that further research studies need to be conducted in order to establish and evaluate human resources management systems in the medium sized enterprises in relation to talent management initiatives and practices.

6.6. Summary of Chapter Six

This last chapter availed the reader with an introduction to the chapter, discussion of the research findings, and conclusions – indicating how the research questions were answered, the original contribution to the body of knowledge, a summary of a talent management model for medium sized enterprises in Uganda, contribution to implications of the study, recommendations and suggestions for further studies.

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APPENDIX A

Table 23: Summary of Studies on Talent Management in SMEs

Author/ Year	Topic of the Study	Study Variables	Findings	Knowledge Gap
Kaewsaeng-On (2016)	Talent Management: A critical investigation in the Thai hospitality industry	To investigate the application of talent and talent management concepts within the Thai hospitality industry; to establish how talent was defined and managed in the hospitality industry	The concept of talent was widely applied in the enterprises [hotels] which participated in the investigation; talent was a term which was applied to a cluster of employees and not all in the enterprises; talent was considered as an acquired ability rather than innate; the hotels experienced challenges relating to engagement and retention of talented people. Intrinsic and extrinsic reward approaches were applied to address the said challenges.	The study centred on enterprises in the hospitality sector, with structured differentiation of the enterprises in terms of sizes. No consideration was accorded to other enterprises in the various sector of the economy.
Cho (2016)	Talent identification development for social entrepreneurial leadership	To evaluate the selection process of Ashoka Fellows program, one of the top leadership program for social entrepreneurs in the world. Specifically, to determine the key factors of the selection process; to identify the underlying assumptions	The selection processes of Ashoka Program were embedded in uniqueness, outside the know information and operations. The selection processes were complex outside the local staff were the sole propellers. The recruitment process was centred on	The investigation focused on developing a conceptual indulgent of the Ashoka Fellows selection processes as a channel to identifying key design features and connecting them with core concepts in leader selection and talent identification. This

		<p>behind these factors; and to establish a conceptual framework in order to understand the section</p>	<p>identifying those persons in social enterprises who had vision, creativity and extraordinary determination towards the concept of “introducing new solutions to societal problems”. The criteria for selection evolved on role model, idea-buy-in, and community of trust. The main challenges were that, globally, potential candidates in social entrepreneurship were not aware of the program and the capacity of the local staff at local office to shoulder the burden to select potential candidates were lacking. The local staff lacked a common understanding of the selection criteria at both the conceptual and practical horizon. This greatly affected identification of potential candidates for Ashoka Program.</p> <p>Although Ashoka was one of the global prestigious leadership development program, there existed a need to establish</p>	<p>study was strictly one enterprise designed.</p>
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			recruitment networks with the view to identify and engage quality based candidates. Therefore, the prestigious name of Ashoka Fellows program was insufficient by itself to cause applications.	
Yi Xue (2014)	Talent management practices of selected human resource professionals in middle to large-sized manufacturing multinational companies in China.	To establish the current the status of “talent management” in the middle to large sized manufacturing multi-national enterprises in which the selected human resources professionals were working for; to ascertain how the selected human resources professionals managed talents for the middle to large sized manufacturing multinational enterprises in China;	The study established that the human resources specialist in the enterprises had varying definitions of talent management. However, this did not limit them from linking talent management to business strategic objectives; human resources professionals were the leaders, owners and designers of talent management policy, processes and programs in the enterprises; they did provide consultation and professional advice to top management in talent management related issues in the enterprises	Different management systems, of the medium and multinational enterprises were amalgamated in the study. Thus enterprises at various levels of growth and development were investigated.
Mertens (2010)	Talent management: solution or myth? A small low value added	To investigate the effect of being small low value added (LVA) social enterprise	No significant effect of being a small LVA social enterprise on the ability to attract and	The study centred on low value producing enterprises. The medium sized enterprises projected

	firm perceptive	on the ability to attract and retain “the right” employees, with the mediating effect of putting in place talent management practices.	retain motivated and qualified human resources.	for this study do not necessary produce low value products. Therefore, this differentiation in one way or another had a likelihood influences the overall aspects of talent management.
Baublyte (2010)	Talent Management: Myth or Reality in Today’s SMEs?	The application of talent management in small and medium sized enterprises; to establish whether talent management was widely applied and its benefits to enterprises.	SME’s identified the importance of talent management, more so those operating in a competitive business environment; the more the enterprise progressed from small to medium, the more formal the human resources management function became; the human resources strategies were more reactive rather than a thoughtful effort designed to sustain enterprise competitiveness. This was due to the high uncertainties in the business environment; the owners of the enterprises influenced the direction to human resources strategies and this had a bear on their education background; talent management had a positive impact on innovations, labour productivity and	The study covered overall aspects of talent management in the medium sized enterprises without give preference treatment to specific issues like talent identification, leadership talent development, reward management and talent management in the medium sized enterprises.

			profitability of SMEs; talent management assisted managers to create sustainable competitive advantage platforms and to motivate and retain talented people.	
Sween (2009)	Leveraging Employee Engagement through a Talent Management Strategy: Optimizing human Capital through Human Resources and Organization Development Strategy in a Field Study	To explore how talent management and employee engagement were defined; to investigate how talent management strategy affected employee engagement with the US service unit of a coating/chemical company; explore how organisational development could support a talent management strategy	Key components of talent management continuously improve working environment, and open climate and clear top communication. These components were – a supervisor who coaches, employee development, transparent trust, meaningful and challenging work and comment. Hence, talent management increases employee engagement	
Beck, Demirguc-Kunt and Levine (2004)	SMES, Growth and Poverty: Cross-Country Evidence	The association between the relative size of the Small and Medium Enterprise (SME) sector, economic growth, and poverty alleviation, (applied a database on the share of SME labour in the total manufacturing labour force).	There is a strong relationship between the importance of SMEs and GDP per capita growth. However, the relationship is not vigorous to controlling for simultaneity bias. Secondly, no evidence was established to the effect that SMEs alleviate poverty or decrease income inequality.	The study investigated issues pertaining to macro-economic influence of talent management and not the managerial aspects which influence the direction of talent management.

Table 22: Regression Models - Unadjusted and Adjusted for the Independent Variables - Talent identification

	Talent identification									
	Unadjusted model					Adjusted model				
	COE F	STD ER	P VALUE	95 CONF	LEVE L	COE F	STD ER	P VALUE	95 CONF	LEVE L
Enterprise characteristics										
Main Business										
Manufacturing	0.00	0.00
Food processing	0.15	0.12	0.224	-0.09	0.38	-0.02	0.05	0.667	-0.12	0.08
Telecommunication	0.33	0.17	0.048	0.00	0.66	-0.01	0.07	0.833	-0.15	0.12
Hospitality	0.24	0.10	0.024	0.03	0.44	0.06	0.05	0.219	-0.03	0.15
Construction	0.11	0.13	0.410	-0.15	0.36	0.05	0.05	0.390	-0.06	0.15
Education	0.29	0.10	0.003	0.10	0.48	0.16	0.04	0.000	0.07	0.25
Health	0.10	0.13	0.479	-0.17	0.36	0.04	0.06	0.535	-0.08	0.16
Other	0.01	0.10	0.889	-0.18	0.21	0.04	0.04	0.411	-0.05	0.12
Number of employees	0.00	0.00	0.939	0.00	0.00	0.00	0.00	0.543	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.21	0.11	0.050	-0.43	0.00	-0.02	0.05	0.700	-0.12	0.08
Good	-0.30	0.10	0.003	-0.50	-0.10	-0.02	0.05	0.643	-0.13	0.08
Bad	-0.93	0.11	0.000	-1.14	-0.72	-0.13	0.06	0.025	-0.24	-0.02
Very bad	-1.18	0.20	0.000	-1.58	-0.79	-0.02	0.10	0.815	-0.23	0.18
Ownership structure										
Family business	0.00	0.00
Share holding	0.04	0.08	0.613	-0.12	0.20	0.02	0.04	0.555	-0.05	0.09
Joint venture –foreign	-0.30	0.11	0.006	-0.51	-0.08	0.00	0.05	0.956	-0.10	0.10
Joint venture- local	-0.23	0.08	0.004	-0.38	-0.07	-0.05	0.04	0.142	-0.12	0.02
Public-private partnership	0.65	0.19	0.001	0.27	1.03	0.17	0.09	0.047	0.00	0.34

Other	0.16	0.13	0.199	-0.09	0.41	-0.04	0.06	0.527	-0.14	0.07
Location										
Urban	0.00	0.00
Peri-urban	-0.29	0.06	0.000	-0.42	-0.17	0.01	0.03	0.744	-0.05	0.07
Rural	0.11	0.10	0.264	-0.08	0.30	0.12	0.05	0.014	0.02	0.21
Active website										
Yes	0.00	0.00
No	-0.07	0.06	0.262	-0.19	0.05	0.03	0.03	0.235	-0.02	0.09
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.51	0.06	0.000	-0.63	-0.38	-0.02	0.03	0.461	-0.08	0.04
Moderate	-0.20	0.09	0.022	-0.38	-0.03	-0.02	0.04	0.652	-0.10	0.06
Low	-0.43	0.19	0.028	-0.81	-0.05	0.04	0.09	0.668	-0.14	0.21
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.16	0.08	0.050	-0.32	0.00	-0.02	0.04	0.586	-0.11	0.06
Good	-0.39	0.08	0.000	-0.54	-0.23	-0.03	0.05	0.578	-0.11	0.06
Average	-0.96	0.10	0.000	-1.15	-0.76	-0.18	0.06	0.001	-0.30	-0.07
Bad	-2.05	0.15	0.000	-2.34	-1.76	-0.45	0.10	0.000	-0.64	-0.25
Leadership style										
Participatory	0.00	0.00
Autocratic	-0.94	0.08	0.000	-1.10	-0.77	-0.07	0.05	0.114	-0.17	0.02
Laiserfaire	-0.43	0.13	0.001	-0.68	-0.18	-0.15	0.06	0.011	-0.27	-0.04
Top down	-0.40	0.06	0.000	-0.52	-0.28	-0.02	0.03	0.557	-0.08	0.04
Owners participation										
Very high	0.00	0.00
High	-0.06	0.07	0.376	-0.19	0.07	0.06	0.03	0.057	0.00	0.12
Average	0.12	0.10	0.226	-0.08	0.32	0.08	0.04	0.077	-0.01	0.17

Low	-0.23	0.11	0.036	-0.44	-0.01	0.01	0.05	0.861	-0.09	0.11
Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.06	0.12	0.623	-0.18	0.30	0.08	0.06	0.163	-0.03	0.20
Bachelors	-0.24	0.12	0.051	-0.47	0.00	0.05	0.06	0.458	-0.08	0.17
Diploma	-0.37	0.13	0.006	-0.63	-0.11	0.08	0.07	0.243	-0.06	0.22
Secondary	-0.32	0.18	0.071	-0.66	0.03	0.07	0.09	0.416	-0.10	0.24
Other	0.06	0.18	0.725	-0.28	0.41	0.17	0.09	0.074	-0.02	0.35
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.07	0.19	0.710	-0.30	0.43	-0.13	0.09	0.152	-0.30	0.05
Bachelors	-0.27	0.17	0.123	-0.61	0.07	-0.18	0.09	0.051	-0.35	0.00
Diploma	-0.27	0.18	0.137	-0.62	0.09	-0.24	0.09	0.010	-0.43	-0.06
Secondary	-1.01	0.20	0.000	-1.39	-0.62	-0.30	0.11	0.005	-0.51	-0.09
Other	-0.12	0.23	0.601	-0.57	0.33	-0.35	0.12	0.005	-0.59	-0.10
Leadership talent development	0.90	0.03	0.000	0.84	0.95	0.08	0.04	0.060	0.00	0.17
Talent development for hard to fill positions	0.73	0.02	0.000	0.69	0.77	0.10	0.05	0.042	0.00	0.20
Higher positions talent development	0.74	0.02	0.000	0.71	0.78	-0.05	0.06	0.360	-0.16	0.06
Cohort of Talent	0.80	0.02	0.000	0.76	0.83	0.27	0.06	0.000	0.16	0.38
Talent Utilisation	0.89	0.02	0.000	0.85	0.93	0.32	0.06	0.000	0.21	0.43
Reward management	0.96	0.04	0.000	0.88	1.04	0.06	0.04	0.157	-0.02	0.13

Source: Author

Table 23: Natural Breaks for Talent Identification

Question	AGREE (%)	N
Q21 WILL factor to work in Recruitment	84.21	480
Q40 Commitment to work basis of Engagement	79.30	452
Q31 Success Contributors highly valued	78.07	445
Q32 Higher Productive Employees highly valued	74.91	427
Q19 Performance Track Record	73.68	420
Q51 Enterprise Consideration of Employees Ability to Multi-task in Talent Nomination	73.51	419
CLASS "A" AVERAGE	77.28	440
Q17 Recruitment of Talent	73.51	419
Q22 Ability to succeed Factor in Recruitment	73.51	419
Q20 Innovativeness factor in recruitment	72.63	414
Q33 Low Performers Identified	71.93	410
<i>Q183 Talented Employees are valued in the enterprise</i>	71.93	410
Q25 Change Embrace Factor in Recruitment	71.75	409
Q46 Management awareness of Talent turn over and it negativity in Enterprise	71.75	409
Q30 Senior Staff participation in Recruitment	70.88	404
Q50 Enterprise Consideration of Employees overall performance in Talent Nomination	70.35	401
<i>Q196 There is evidence in the enterprise that talented people yield highest performance</i>	70.18	400
Q42 Assessments for competencies	70.12	400
<i>Q174 The enterprises easily attracts talented people</i>	69.65	397
Q27 Fast Learners Factor in Recruitment	69.30	395
Q24 Skill-Set Factor in Recruitment	68.07	388
Q18 Competitive Recruitment	67.72	386
CLASS "B" AVERAGE	70.89	404
Q44 Skill Gap identification	66.32	378
Q45 Management awareness of Employees mis-assignment and its Negativity in Operations	65.09	371
Q29 Mentors Participation in Recruitment process	64.56	368
<i>Q184 Enterprises able to engage talented people</i>	63.16	360
<i>Q163 Enterprise has a perception that talented people master skills faster than others</i>	63.15	360
Q28 Longevity Doesn't influence Placement for Higher position in the enterprise	62.99	359
Q47 Enterprise Consideration of potential Employees to Succeed over time in Talent Nomination	61.93	353
Q37 Employee classification based on contribution to Success in enterprise	61.76	352
Q34 Employees with potential Spotted	61.23	349
Q23 Academic Attainment Factor in Recruitment	59.65	340
CLASS "C" AVERAGE	62.98	359
Q35 Employee Performance Classification	59.47	339
Q26 Employees' Confidence in the recruitment process	58.95	336
Q43 High Performer assessment for Strength in depth understanding	58.94	336
Q49 Enterprise Consideration of Leadership qualities of Employees in Talent	58.60	334

Nomination		
Q36 Employees Classification Based on contribution to Enterprise growth	57.02	325
Q41 Talent classification parameters	54.56	311
<i>Q185 A system for identification of talents to be ear-marked for development in place</i>	53.51	305
CLASS "D" AVERAGE	57.29	327
Q48 Enterprise Consideration of Level of Academic Attainment of Employees in Talent Nomination	52.11	297
Q39 Successor Better than Predecessor	44.04	251
Q38 Talent Requirements specified	33.68	192
<i>Q165 There is a recognition that talents are born</i>	32.63	186
CLASS "E" AVERAGE	40.62	232

Table 24: Regression models - unadjusted and adjusted for the independent variables - Leadership talent development

	Leadership talent development									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.26	0.11	0.016	0.05	0.47	0.12	0.05	0.021	0.02	0.22
Telecommunication	0.30	0.15	0.042	0.01	0.60	-0.01	0.07	0.866	-0.15	0.13
Hospitality	0.08	0.09	0.406	-0.10	0.26	-0.01	0.05	0.779	-0.10	0.08
Construction	0.04	0.12	0.748	-0.19	0.26	-0.02	0.05	0.775	-0.12	0.09
Education	0.08	0.09	0.367	-0.09	0.25	0.01	0.04	0.790	-0.07	0.10
Health	0.00	0.12	0.979	-0.23	0.24	0.08	0.06	0.186	-0.04	0.20
Other	0.01	0.09	0.928	-0.17	0.18	0.04	0.04	0.409	-0.05	0.12
Number of employees	0.00	0.00	0.499	0.00	0.00	0.00	0.00	0.069	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.16	0.10	0.096	-0.35	0.03	0.00	0.05	0.999	-0.10	0.10
Good	-0.31	0.09	0.001	-0.49	-0.13	-0.08	0.05	0.137	-0.18	0.02
Bad	-0.73	0.10	0.000	-0.92	-0.54	-0.10	0.06	0.067	-0.22	0.01
Very bad	-1.29	0.18	0.000	-1.65	-0.94	-0.30	0.10	0.003	-0.50	-0.11
Ownership structure										
Family business	0.00	0.00
Share holding	0.04	0.07	0.592	-0.10	0.18	-0.01	0.04	0.868	-0.07	0.06
Joint venture –foreign	-0.13	0.10	0.176	-0.32	0.06	0.07	0.05	0.169	-0.03	0.17
Joint venture- local	-0.05	0.07	0.501	-0.19	0.09	0.08	0.03	0.026	0.01	0.15

Public-private partnership	0.57	0.17	0.001	0.24	0.91	0.04	0.08	0.676	-0.13	0.20
Other	0.20	0.11	0.077	-0.02	0.42	0.05	0.05	0.317	-0.05	0.16
Location										
Urban	0.00	0.00
Peri-urban	-0.12	0.06	0.043	-0.23	0.00	0.09	0.03	0.001	0.04	0.15
Rural	0.07	0.09	0.447	-0.11	0.24	0.10	0.05	0.025	0.01	0.19
Active website										
Yes	0.00	0.00
No	-0.09	0.06	0.088	-0.20	0.01	0.00	0.03	0.897	-0.06	0.05
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.34	0.06	0.000	-0.45	-0.23	0.01	0.03	0.703	-0.05	0.07
Moderate	-0.05	0.08	0.493	-0.21	0.10	0.06	0.04	0.166	-0.02	0.13
Low	-0.57	0.17	0.001	-0.92	-0.23	-0.22	0.09	0.011	-0.39	-0.05
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.23	0.08	0.004	-0.39	-0.07	-0.06	0.04	0.148	-0.15	0.02
Good	-0.37	0.08	0.000	-0.53	-0.22	-0.04	0.04	0.320	-0.13	0.04
Average	-0.70	0.10	0.000	-0.89	-0.51	-0.02	0.06	0.674	-0.14	0.09
Bad	-1.49	0.14	0.000	-1.77	-1.21	0.06	0.10	0.540	-0.14	0.26
Leadership style										
Participatory	0.00	0.00
Autocratic	-0.77	0.08	0.000	-0.92	-0.62	-0.07	0.05	0.159	-0.16	0.03
Laisser-faire	-0.22	0.11	0.054	-0.44	0.00	-0.01	0.06	0.865	-0.13	0.11
Top down	-0.37	0.05	0.000	-0.48	-0.27	-0.08	0.03	0.008	-0.15	-0.02
Owners participation										
Very high	0.00	0.00
High	-0.09	0.06	0.124	-0.21	0.03	-0.01	0.03	0.836	-0.07	0.05

Average	0.04	0.09	0.676	-0.14	0.21	0.04	0.04	0.334	-0.04	0.13
Low	-0.29	0.10	0.003	-0.48	-0.10	0.01	0.05	0.909	-0.09	0.10
Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	-0.03	0.11	0.775	-0.25	0.18	0.05	0.06	0.371	-0.06	0.17
Bachelors	-0.21	0.11	0.050	-0.42	0.00	0.03	0.06	0.587	-0.09	0.15
Diploma	-0.31	0.12	0.009	-0.55	-0.08	0.00	0.07	0.949	-0.13	0.14
Secondary	-0.26	0.16	0.101	-0.57	0.05	0.00	0.09	0.989	-0.17	0.17
Other	0.05	0.16	0.750	-0.26	0.36	0.07	0.09	0.449	-0.11	0.25
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.01	0.17	0.969	-0.33	0.34	-0.05	0.09	0.543	-0.23	0.12
Bachelors	-0.22	0.16	0.171	-0.53	0.09	-0.04	0.09	0.666	-0.21	0.14
Diploma	-0.19	0.16	0.255	-0.51	0.13	-0.02	0.09	0.799	-0.21	0.16
Secondary	-0.66	0.18	0.000	-1.02	-0.31	0.10	0.11	0.367	-0.11	0.30
Other	0.06	0.21	0.787	-0.35	0.47	0.03	0.12	0.808	-0.21	0.27
Talent identification	0.70	0.02	0.000	0.66	0.75	0.08	0.04	0.060	0.00	0.17
Talent development for hard to fill positions	0.65	0.02	0.000	0.62	0.69	0.12	0.05	0.014	0.02	0.22
Higher positions talent development	0.68	0.02	0.000	0.65	0.71	0.37	0.05	0.000	0.27	0.48
Cohort of Talent	0.67	0.02	0.000	0.64	0.71	0.00	0.06	0.999	-0.11	0.11
Talent utilisation	0.75	0.02	0.000	0.71	0.79	0.08	0.06	0.163	-0.03	0.19
Reward management	0.88	0.04	0.000	0.80	0.95	0.13	0.04	0.001	0.05	0.20

Table 26: Regression Models - Unadjusted and Adjusted for the Independent Variables - Talent development for hard to fill positions

	Talent development for hard to fill positions									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.31	0.14	0.029	0.03	0.58	0.03	0.05	0.536	-0.06	0.12
Telecommunication	0.42	0.20	0.032	0.04	0.81	-0.02	0.06	0.751	-0.14	0.10
Hospitality	0.17	0.12	0.167	-0.07	0.40	-0.07	0.04	0.100	-0.15	0.01
Construction	0.02	0.15	0.880	-0.28	0.32	-0.07	0.05	0.171	-0.16	0.03
Education	-0.01	0.11	0.953	-0.23	0.21	-0.16	0.04	0.000	-0.24	-0.09
Health	-0.03	0.16	0.869	-0.33	0.28	-0.01	0.05	0.883	-0.11	0.10
Other	-0.03	0.12	0.829	-0.26	0.21	0.00	0.04	0.977	-0.07	0.08
Number of employees	0.00	0.00	0.490	0.00	0.00	0.00	0.00	0.008	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.29	0.13	0.025	-0.54	-0.04	-0.02	0.05	0.740	-0.11	0.08
Good	-0.39	0.12	0.001	-0.63	-0.15	-0.03	0.05	0.538	-0.12	0.06
Bad	-1.02	0.13	0.000	-1.27	-0.77	-0.01	0.05	0.897	-0.11	0.09
Very bad	-1.54	0.24	0.000	-2.01	-1.07	-0.12	0.09	0.190	-0.30	0.06
Ownership structure										
Family business	0.00	0.00
Share holding	0.01	0.09	0.912	-0.17	0.19	-0.04	0.03	0.184	-0.10	0.02
Joint venture –foreign	-0.36	0.13	0.004	-0.61	-0.12	-0.07	0.04	0.100	-0.16	0.01
Joint venture- local	-0.22	0.09	0.014	-0.40	-0.04	-0.04	0.03	0.233	-0.10	0.02
Public-private partnership	0.84	0.22	0.000	0.40	1.28	0.11	0.07	0.131	-0.03	0.26

Other	0.22	0.15	0.145	-0.07	0.51	0.03	0.05	0.527	-0.06	0.13
Location										
Urban	0.00	0.00
Peri-urban	-0.29	0.07	0.000	-0.43	-0.14	0.02	0.03	0.389	-0.03	0.07
Rural	-0.04	0.11	0.725	-0.27	0.18	-0.04	0.04	0.359	-0.12	0.04
Active website										
Yes	0.00	0.00
No	-0.13	0.07	0.079	-0.27	0.01	-0.03	0.03	0.230	-0.08	0.02
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.55	0.07	0.000	-0.69	-0.41	-0.03	0.03	0.224	-0.08	0.02
Moderate	-0.15	0.10	0.150	-0.35	0.05	0.00	0.04	0.953	-0.07	0.07
Low	-0.64	0.23	0.005	-1.09	-0.19	-0.04	0.08	0.608	-0.19	0.11
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.21	0.10	0.039	-0.42	-0.01	-0.02	0.04	0.615	-0.09	0.06
Good	-0.45	0.10	0.000	-0.65	-0.25	-0.04	0.04	0.359	-0.11	0.04
Average	-0.97	0.12	0.000	-1.21	-0.73	-0.07	0.05	0.184	-0.17	0.03
Bad	-2.07	0.18	0.000	-2.43	-1.71	-0.05	0.09	0.546	-0.23	0.12
Leadership style										
Participatory	0.00	0.00
Autocratic	-1.12	0.10	0.000	-1.31	-0.92	-0.07	0.04	0.069	-0.16	0.01
Laisser-faire	-0.34	0.15	0.021	-0.63	-0.05	0.01	0.05	0.900	-0.10	0.11
Top down	-0.50	0.07	0.000	-0.63	-0.36	-0.03	0.03	0.219	-0.09	0.02
Owners participation										
Very high	0.00	0.00
High	-0.16	0.08	0.041	-0.32	-0.01	-0.04	0.03	0.187	-0.09	0.02
Average	0.05	0.12	0.688	-0.18	0.27	0.02	0.04	0.588	-0.06	0.10

Low	-0.47	0.13	0.000	-0.72	-0.22	-0.13	0.04	0.003	-0.21	-0.04
Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	-0.07	0.14	0.616	-0.36	0.21	-0.06	0.05	0.235	-0.16	0.04
Bachelors	-0.28	0.14	0.046	-0.56	-0.01	-0.05	0.05	0.332	-0.16	0.05
Diploma	-0.45	0.16	0.004	-0.75	-0.14	-0.05	0.06	0.439	-0.17	0.07
Secondary	-0.31	0.21	0.130	-0.72	0.09	-0.09	0.08	0.255	-0.24	0.06
Other	-0.09	0.21	0.655	-0.50	0.31	-0.15	0.08	0.071	-0.31	0.01
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.06	0.22	0.780	-0.37	0.49	-0.04	0.08	0.602	-0.19	0.11
Bachelors	-0.22	0.21	0.285	-0.62	0.18	-0.01	0.08	0.945	-0.16	0.15
Diploma	-0.20	0.21	0.356	-0.61	0.22	-0.03	0.08	0.711	-0.19	0.13
Secondary	-1.04	0.23	0.000	-1.49	-0.58	-0.10	0.09	0.309	-0.28	0.09
Other	-0.01	0.27	0.984	-0.54	0.53	0.03	0.11	0.774	-0.18	0.25
Talent identification	0.99	0.03	0.000	0.94	1.04	0.08	0.04	0.042	0.00	0.15
Leadership talent development	1.13	0.03	0.000	1.08	1.19	0.10	0.04	0.014	0.02	0.17
Higher positions talent development	0.95	0.01	0.000	0.92	0.98	0.45	0.05	0.000	0.36	0.54
Cohort of Talent	0.97	0.02	0.000	0.94	1.01	0.28	0.05	0.000	0.19	0.38
Talent utilisation	1.06	0.02	0.000	1.02	1.10	0.07	0.05	0.146	-0.03	0.17
Reward management	1.18	0.05	0.000	1.09	1.27	0.04	0.03	0.235	-0.03	0.11

Source: Author

Table 28: Regression Models - Unadjusted and Adjusted for the independent variables - Higher position talent

	Higher position talent									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.24	0.14	0.088	-0.03	0.51	-0.02	0.04	0.647	-0.10	0.06
Telecommunication	0.45	0.19	0.020	0.07	0.83	0.03	0.06	0.649	-0.08	0.13
Hospitality	0.22	0.12	0.069	-0.02	0.45	0.05	0.04	0.191	-0.02	0.12
Construction	0.10	0.15	0.513	-0.20	0.39	0.02	0.04	0.583	-0.06	0.11
Education	0.14	0.11	0.207	-0.08	0.36	0.09	0.03	0.009	0.02	0.16
Health	-0.08	0.16	0.627	-0.38	0.23	0.00	0.05	0.920	-0.10	0.09
Other	0.00	0.12	0.972	-0.23	0.22	-0.01	0.03	0.745	-0.08	0.06
Number of employees	0.00	0.00	0.849	0.00	0.00	0.00	0.00	0.020	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.25	0.13	0.056	-0.50	0.01	0.00	0.04	0.928	-0.09	0.08
Good	-0.33	0.12	0.007	-0.57	-0.09	0.01	0.04	0.794	-0.07	0.09
Bad	-0.94	0.13	0.000	-1.19	-0.69	0.02	0.05	0.701	-0.07	0.11
Very bad	-1.35	0.24	0.000	-1.82	-0.88	0.12	0.08	0.140	-0.04	0.28
Ownership structure										
Family business	0.00	0.00
Share holding	0.08	0.09	0.420	-0.11	0.26	0.07	0.03	0.015	0.01	0.12
Joint venture –foreign	-0.27	0.13	0.032	-0.51	-0.02	0.06	0.04	0.137	-0.02	0.14
Joint venture- local	-0.16	0.09	0.080	-0.34	0.02	0.02	0.03	0.577	-0.04	0.07
Public-private partnership	0.79	0.22	0.000	0.35	1.22	0.09	0.07	0.206	-0.05	0.22
Other	0.21	0.15	0.144	-0.07	0.50	0.01	0.04	0.785	-0.07	0.10

Location										
Urban	0.00	0.00
Peri-urban	-0.30	0.07	0.000	-0.45	-0.16	-0.03	0.02	0.146	-0.08	0.01
Rural	0.02	0.11	0.876	-0.21	0.24	-0.03	0.04	0.459	-0.10	0.05
Active website										
Yes	0.00	0.00
No	-0.10	0.07	0.159	-0.24	0.04	-0.02	0.02	0.427	-0.06	0.03
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.50	0.07	0.000	-0.64	-0.36	0.03	0.02	0.244	-0.02	0.07
+Moderate	-0.13	0.10	0.204	-0.33	0.07	0.03	0.03	0.416	-0.04	0.09
Low	-0.46	0.23	0.041	-0.91	-0.02	0.12	0.07	0.086	-0.02	0.26
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.24	0.10	0.021	-0.44	-0.04	-0.02	0.03	0.526	-0.09	0.05
Good	-0.42	0.10	0.000	-0.62	-0.23	0.04	0.04	0.325	-0.03	0.10
Average	-0.88	0.12	0.000	-1.12	-0.64	0.09	0.05	0.053	0.00	0.18
Bad	-2.08	0.18	0.000	-2.44	-1.73	0.08	0.08	0.297	-0.07	0.24
Leadership style										
Participatory	0.00	0.00
Autocratic	-1.09	0.10	0.000	-1.28	-0.90	-0.05	0.04	0.194	-0.12	0.02
Laisser-faire	-0.28	0.14	0.052	-0.57	0.00	0.03	0.05	0.588	-0.07	0.12
Top down	-0.48	0.07	0.000	-0.62	-0.34	-0.01	0.03	0.724	-0.06	0.04
Owners participation										
Very high	0.00	0.00
High	-0.14	0.08	0.073	-0.29	0.01	0.02	0.02	0.503	-0.03	0.06
Average	-0.01	0.11	0.938	-0.23	0.22	-0.08	0.03	0.017	-0.15	-0.01
Low	-0.37	0.13	0.003	-0.62	-0.13	0.01	0.04	0.730	-0.06	0.09

Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	-0.07	0.14	0.609	-0.35	0.21	-0.04	0.05	0.395	-0.13	0.05
Bachelors	-0.28	0.14	0.047	-0.56	0.00	-0.01	0.05	0.876	-0.10	0.09
Diploma	-0.42	0.15	0.007	-0.72	-0.12	-0.01	0.05	0.914	-0.11	0.10
Secondary	-0.28	0.21	0.178	-0.68	0.13	0.02	0.07	0.825	-0.12	0.15
Other	-0.04	0.21	0.840	-0.44	0.36	-0.03	0.07	0.698	-0.17	0.12
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.09	0.22	0.666	-0.33	0.52	-0.01	0.07	0.875	-0.15	0.13
Bachelors	-0.22	0.20	0.282	-0.62	0.18	-0.03	0.07	0.706	-0.17	0.11
Diploma	-0.14	0.21	0.494	-0.56	0.27	-0.01	0.07	0.946	-0.15	0.14
Secondary	-0.93	0.23	0.000	-1.38	-0.48	0.01	0.08	0.881	-0.15	0.18
Other	0.03	0.27	0.923	-0.50	0.55	-0.02	0.10	0.870	-0.21	0.18
Talent identification	0.98	0.03	0.000	0.93	1.03	-0.03	0.03	0.360	-0.10	0.04
Leadership talent development	1.14	0.03	0.000	1.09	1.19	0.24	0.03	0.000	0.17	0.30
Talent development for hard to fill positions	0.92	0.01	0.000	0.90	0.95	0.37	0.04	0.000	0.29	0.44
Cohort of Talent	0.97	0.02	0.000	0.94	1.00	0.33	0.04	0.000	0.24	0.41
Talent utilisation	1.06	0.02	0.000	1.03	1.10	0.23	0.04	0.000	0.14	0.32
Reward management	1.17	0.05	0.000	1.08	1.26	-0.03	0.03	0.420	-0.09	0.04

Source: Author

Table 29: Higher Positions Talent Development

Questions	AGREE (%)	N
<i>Q190 On-the Job training is practiced for Acquisition of skills and knowledge on internal business processes</i>	75.08	428
Q164 Enterprise recognises that skills are learnt through Training	74.57	425
Q168 Mentoring adopted in the enterprise to nurture acquisition of better skills	72.98	416
Q81 On-Job training Integrated in work systems to build Relevant capacities	71.75	409
Q70 Supervisors partake in Talent Development	71.22	406
Q66 Employees with potential encouraged to attain high performance	67.89	387
CLASS A "AVERAGE"	72.25	412
Q80 Management's demonstration that Every Employee possesses potential to be developed	67.37	384
Q85 Nurturing Talented Employees for future use and business continuity	66.67	380
Q73 Supervisors Dedication to Talent development of employees	65.97	376
Q75 Acquired knowledge during Talent Development Utilized.	65.43	373
Q69 Middle Managers partake in Talent development	64.56	368
Q78 Initiatives for Alignment of Employee potential and business strategy	63.50	362
Q82 Employees' Coaching Enhanced to achieve skills relevant for higher positions	62.63	357
Q154 Employee development Programs implemented encompasses core values	62.10	354
<i>Q186 Human Resources are managed on the premise that it is cost-effective to nurture than to hire from outside</i>	61.75	352
<i>Q191 Employees in core positions accorded development programs in relation to business strategy</i>	61.58	351
<i>Q192 Managers are dedicated to Employee training in order to develop Talents</i>	61.23	349
CLASS B "AVERAGE"	63.89	364
<i>Q199 Top Management mind-set is for developing talents for business continuity</i>	60.98	348
Q72 Middle managers dedication to Talent development of Employees	59.12	337
Q152 Enterprises' responsiveness to Employees demands to sustain competitiveness	57.90	330
Q155 Focus of Talent development is to enhance Strength	57.55	328
Q67 Training Opportunity for all to develop Talent in Place	57.54	328
Q156 Focus of talent development is inclined to address weaknesses	56.95	325
Q79 Overall Trend to fill higher skill Vacant Positions internally promoted	55.79	318
Q158 Employees Classification practised in the enterprise	55.27	315
<i>Q185 A system for identification of talents to be ear-marked for development in place</i>	53.51	305
Q77 Recognition of Employees Potential and aspirations changes	52.28	298
Q68 Top management partake in Talent development	50.88	290
CLASS C "AVERAGE"	56.16	320
Q71 Managers' Keeness to Talent Development	50.52	288
Q167 Talented people placed on accelerated development programs to enhance capabilities	48.42	276
Q151 Cost-sharing for Training and Talent Development	45.61	260
Q84 Encouragement of Talented Employees for Academic advancement to acquire skills for higher positions	45.44	259

Q74 Employees career aspirations taken into account during Talent Development	44.92	256
CLASS D "AVERAGE"	46.98	268
Q76 Financial Resources for Training Employees availed every financial year	44.21	252
Q83 Attachment of Talented Employees to other enterprises to acquire new skills	31.75	181
CLASS E "AVERAGE"	37.98	216

Source: Author

Table 30: Regression Models – Unadjusted and Adjusted for the Independent Variables - Cohort of talent

	Cohort of talent									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.23	0.13	0.084	-0.03	0.49	0.03	0.04	0.498	-0.05	0.11
Telecommunication	0.40	0.19	0.033	0.03	0.76	0.04	0.05	0.449	-0.07	0.15
Hospitality	0.25	0.11	0.032	0.02	0.47	0.03	0.04	0.368	-0.04	0.10
Construction	0.07	0.14	0.649	-0.22	0.35	-0.01	0.04	0.784	-0.09	0.07
Education	0.06	0.11	0.591	-0.15	0.27	-0.10	0.03	0.003	-0.17	-0.03
Health	-0.11	0.15	0.444	-0.41	0.18	-0.13	0.05	0.006	-0.22	-0.04
Other	-0.03	0.11	0.802	-0.25	0.19	-0.01	0.03	0.768	-0.08	0.06
Number of employees	0.00	0.00	0.789	0.00	0.00	0.00	0.00	0.045	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.22	0.12	0.079	-0.46	0.03	0.03	0.04	0.516	-0.05	0.11
Good	-0.30	0.12	0.011	-0.52	-0.07	0.04	0.04	0.313	-0.04	0.12
Bad	-0.93	0.12	0.000	-1.17	-0.69	0.01	0.04	0.824	-0.08	0.10
Very bad	-1.30	0.23	0.000	-1.74	-0.85	0.06	0.08	0.447	-0.10	0.22
Ownership structure										
Family business	0.00	0.00
Share holding	-0.03	0.09	0.739	-0.21	0.15	-0.05	0.03	0.099	-0.10	0.01
Joint venture –foreign	-0.38	0.12	0.002	-0.61	-0.14	-0.10	0.04	0.013	-0.17	-0.02
Joint venture- local	-0.26	0.09	0.003	-0.44	-0.09	-0.04	0.03	0.105	-0.10	0.01
Public-private partnership	0.61	0.21	0.004	0.19	1.03	-0.07	0.07	0.289	-0.20	0.06
Other	0.15	0.14	0.272	-0.12	0.43	-0.01	0.04	0.790	-0.10	0.07

Location										
Urban	0.00	0.00
Peri-urban	-0.30	0.07	0.000	-0.44	-0.17	0.00	0.02	0.876	-0.04	0.05
Rural	0.07	0.11	0.545	-0.15	0.28	0.05	0.04	0.169	-0.02	0.12
Active website										
Yes										
No	-0.04	0.07	0.526	-0.18	0.09	0.04	0.02	0.100	-0.01	0.08
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.54	0.07	0.000	-0.67	-0.40	-0.03	0.02	0.180	-0.08	0.01
Moderate	-0.18	0.10	0.061	-0.38	0.01	-0.04	0.03	0.185	-0.10	0.02
Low	-0.55	0.22	0.011	-0.98	-0.12	-0.06	0.07	0.410	-0.19	0.08
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.16	0.10	0.097	-0.34	0.03	0.02	0.03	0.461	-0.04	0.09
Good	-0.41	0.09	0.000	-0.60	-0.23	0.00	0.04	0.952	-0.07	0.07
Average	-0.91	0.11	0.000	-1.13	-0.68	-0.03	0.04	0.567	-0.11	0.06
Bad	-2.15	0.17	0.000	-2.48	-1.82	-0.08	0.08	0.302	-0.24	0.07
Leadership style										
Participatory	0.00	0.00
Autocratic	-0.98	0.10	0.000	-1.17	-0.79	0.11	0.04	0.002	0.04	0.18
Laisser-faire	-0.32	0.14	0.024	-0.60	-0.04	0.00	0.05	0.980	-0.09	0.09
Top down	-0.42	0.07	0.000	-0.56	-0.29	0.03	0.02	0.208	-0.02	0.08
Owners participation										
Very high	0.00	0.00
High	-0.19	0.08	0.013	-0.34	-0.04	-0.04	0.02	0.132	-0.08	0.01
Average	0.03	0.11	0.781	-0.19	0.25	0.00	0.03	0.966	-0.07	0.07
Low	-0.33	0.12	0.007	-0.56	-0.09	0.03	0.04	0.451	-0.05	0.10

Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.03	0.14	0.828	-0.24	0.30	0.02	0.05	0.713	-0.07	0.11
Bachelors	-0.18	0.13	0.174	-0.45	0.08	0.00	0.05	0.984	-0.10	0.09
Diploma	-0.36	0.15	0.016	-0.65	-0.07	-0.03	0.05	0.570	-0.14	0.07
Secondary	-0.12	0.20	0.547	-0.51	0.27	0.11	0.07	0.094	-0.02	0.24
Other	0.09	0.20	0.664	-0.30	0.47	0.03	0.07	0.711	-0.12	0.17
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.21	0.21	0.311	-0.20	0.62	0.11	0.07	0.109	-0.02	0.25
Bachelors	-0.07	0.20	0.712	-0.46	0.31	0.12	0.07	0.086	-0.02	0.26
Diploma	-0.05	0.20	0.810	-0.45	0.35	0.08	0.07	0.267	-0.06	0.22
Secondary	-0.81	0.22	0.000	-1.25	-0.38	0.05	0.08	0.531	-0.11	0.22
Other	0.16	0.26	0.529	-0.35	0.67	0.10	0.10	0.288	-0.09	0.29
Talent identification	0.97	0.02	0.000	0.93	1.02	0.16	0.03	0.000	0.09	0.23
Leadership talent development	1.05	0.03	0.000	1.00	1.11	0.00	0.03	0.999	-0.07	0.07
Talent development for hard to fill positions	0.88	0.01	0.000	0.85	0.91	0.22	0.04	0.000	0.15	0.30
Higher positions talent Development	0.90	0.01	0.000	0.87	0.93	0.32	0.04	0.000	0.23	0.40
Talent utilisation	1.03	0.02	0.000	1.00	1.07	0.29	0.04	0.000	0.20	0.37
Reward management	1.11	0.04	0.000	1.03	1.20	0.03	0.03	0.292	-0.03	0.09

Source: Author

Table 31: Regression Models - Unadjusted and adjusted for the Independent Variables - Talent Utilisation

	Talent Utilisation									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.14	0.12	0.236	-0.09	0.38	-0.03	0.04	0.425	-0.11	0.05
Telecommunication	0.32	0.17	0.054	-0.01	0.65	-0.03	0.05	0.542	-0.14	0.07
Hospitality	0.16	0.10	0.127	-0.04	0.36	-0.01	0.04	0.791	-0.08	0.06
Construction	0.08	0.13	0.524	-0.17	0.34	0.03	0.04	0.429	-0.05	0.11
Education	0.18	0.10	0.056	0.00	0.37	0.07	0.03	0.029	0.01	0.14
Health	0.03	0.13	0.846	-0.24	0.29	0.07	0.05	0.109	-0.02	0.16
Other	-0.03	0.10	0.742	-0.23	0.16	0.00	0.03	0.888	-0.06	0.07
Number of employees	0.00	0.00	0.161	0.00	0.00	0.00	0.00	0.000	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.20	0.11	0.067	-0.42	0.01	-0.04	0.04	0.316	-0.12	0.04
Good	-0.28	0.10	0.007	-0.48	-0.08	-0.04	0.04	0.324	-0.12	0.04
Bad	-0.81	0.11	0.000	-1.03	-0.60	-0.01	0.04	0.902	-0.09	0.08
Very bad	-1.21	0.20	0.000	-1.61	-0.81	-0.07	0.08	0.355	-0.23	0.08
Ownership structure										
Family business	0.00	0.00
Share holding	0.01	0.08	0.926	-0.15	0.17	-0.04	0.03	0.183	-0.09	0.02
Joint venture –foreign	-0.23	0.11	0.039	-0.44	-0.01	0.05	0.04	0.216	-0.03	0.12
Joint venture- local	-0.14	0.08	0.080	-0.29	0.02	0.04	0.03	0.119	-0.01	0.10
Public-private partnership	0.53	0.19	0.006	0.15	0.91	-0.08	0.07	0.244	-0.20	0.05
Other	0.15	0.13	0.242	-0.10	0.40	-0.06	0.04	0.184	-0.14	0.03

Location										
Urban	0.00	0.00
Peri-urban	-0.29	0.06	0.000	-0.42	-0.17	-0.07	0.02	0.003	-0.11	-0.02
Rural	0.04	0.10	0.643	-0.14	0.23	-0.04	0.04	0.215	-0.11	0.03
Active website										
Yes	0.00	0.00
No	-0.04	0.06	0.474	-0.17	0.08	0.02	0.02	0.312	-0.02	0.07
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.44	0.06	0.000	-0.56	-0.32	0.01	0.02	0.797	-0.04	0.05
Moderate	-0.13	0.09	0.131	-0.31	0.04	0.01	0.03	0.631	-0.05	0.08
Low	-0.41	0.19	0.036	-0.79	-0.03	0.01	0.07	0.835	-0.12	0.15
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.15	0.09	0.084	-0.32	0.02	0.02	0.03	0.517	-0.04	0.09
Good	-0.39	0.08	0.000	-0.55	-0.22	-0.05	0.03	0.167	-0.12	0.02
Average	-0.80	0.10	0.000	-1.01	-0.60	-0.01	0.04	0.852	-0.09	0.08
Bad	-1.90	0.15	0.000	-2.19	-1.60	-0.12	0.08	0.129	-0.27	0.03
Leadership style										
Participatory	0.00	0.00
Autocratic	-0.92	0.08	0.000	-1.09	-0.76	-0.08	0.04	0.025	-0.15	-0.01
Laisser-faire	-0.29	0.13	0.023	-0.53	-0.04	-0.01	0.05	0.834	-0.10	0.08
Top down	-0.40	0.06	0.000	-0.52	-0.28	0.01	0.02	0.677	-0.04	0.06
Owners participation										
Very high	0.00	0.00
High	-0.15	0.07	0.026	-0.28	-0.02	-0.01	0.02	0.625	-0.06	0.03
Average	0.02	0.10	0.806	-0.17	0.22	0.01	0.03	0.740	-0.06	0.08
Low	-0.33	0.11	0.002	-0.54	-0.12	0.00	0.04	0.983	-0.07	0.07

Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.03	0.12	0.823	-0.21	0.27	0.06	0.05	0.175	-0.03	0.15
Bachelors	-0.22	0.12	0.066	-0.46	0.01	0.02	0.05	0.600	-0.07	0.12
Diploma	-0.31	0.13	0.019	-0.57	-0.05	0.05	0.05	0.338	-0.05	0.15
Secondary	-0.30	0.18	0.084	-0.65	0.04	-0.03	0.07	0.625	-0.16	0.10
Other	0.04	0.18	0.812	-0.30	0.39	0.05	0.07	0.481	-0.09	0.19
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	0.14	0.19	0.449	-0.22	0.50	0.02	0.07	0.751	-0.11	0.16
Bachelors	-0.17	0.17	0.324	-0.51	0.17	0.01	0.07	0.898	-0.13	0.14
Diploma	-0.08	0.18	0.661	-0.43	0.27	0.08	0.07	0.294	-0.07	0.22
Secondary	-0.85	0.20	0.000	-1.23	-0.46	-0.01	0.08	0.927	-0.17	0.15
Other	0.04	0.23	0.868	-0.41	0.49	0.05	0.09	0.614	-0.14	0.23
Talent identification	0.88	0.02	0.000	0.84	0.92	0.19	0.03	0.000	0.12	0.25
Leadership talent development	0.94	0.03	0.000	0.89	0.99	0.05	0.03	0.163	-0.02	0.12
Talent development for hard to fill positions	0.77	0.02	0.000	0.74	0.80	0.06	0.04	0.146	-0.02	0.13
Higher positions talent development	0.79	0.01	0.000	0.76	0.82	0.22	0.04	0.000	0.13	0.30
Cohort of Talent	0.83	0.01	0.000	0.80	0.85	0.28	0.04	0.000	0.20	0.36
Reward management	1.03	0.04	0.000	0.96	1.11	0.16	0.03	0.000	0.11	0.22

Source: Author

Table 32: Regression Models - Unadjusted and Adjusted for the Independent Variables - Reward Management

	Reward Management									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.03	0.09	0.708	-0.14	0.20	-0.12	0.06	0.040	-0.23	-0.01
Telecommunication	0.24	0.12	0.048	0.00	0.48	0.01	0.08	0.936	-0.15	0.16
Hospitality	-0.03	0.07	0.689	-0.18	0.12	-0.13	0.05	0.010	-0.23	-0.03
Construction	0.09	0.09	0.323	-0.09	0.28	0.01	0.06	0.917	-0.11	0.13
Education	0.02	0.07	0.727	-0.11	0.16	-0.09	0.05	0.075	-0.18	0.01
Health	-0.19	0.10	0.058	-0.38	0.01	-0.15	0.07	0.027	-0.28	-0.02
Other	-0.07	0.07	0.371	-0.21	0.08	-0.07	0.05	0.145	-0.16	0.02
Number of employees	0.00	0.00	0.573	0.00	0.00	0.00	0.00	0.743	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.05	0.08	0.588	-0.21	0.12	0.11	0.06	0.076	-0.01	0.22
Good	-0.07	0.08	0.373	-0.22	0.08	0.12	0.06	0.031	0.01	0.24
Bad	-0.41	0.08	0.000	-0.57	-0.24	0.12	0.06	0.057	0.00	0.25
Very bad	-0.77	0.15	0.000	-1.07	-0.47	0.04	0.12	0.732	-0.19	0.27
Ownership structure										
Family business	0.00	0.00
Share holding	0.12	0.06	0.050	0.00	0.23	0.08	0.04	0.036	0.01	0.16
Joint venture –foreign	-0.06	0.08	0.445	-0.22	0.10	0.03	0.06	0.626	-0.08	0.14
Joint venture- local	0.00	0.06	0.960	-0.11	0.12	0.02	0.04	0.632	-0.06	0.10
Public-private partnership	0.14	0.14	0.320	-0.14	0.42	-0.18	0.10	0.054	-0.37	0.00
Other	0.21	0.09	0.025	0.03	0.39	0.10	0.06	0.091	-0.02	0.23

Location										
Urban	0.00	0.00
Peri-urban	-0.07	0.05	0.112	-0.17	0.02	0.06	0.03	0.066	0.00	0.12
Rural	-0.03	0.07	0.644	-0.18	0.11	-0.05	0.05	0.382	-0.15	0.06
Active website										
Yes	0.00	0.00
No	-0.08	0.04	0.073	-0.17	0.01	-0.06	0.03	0.048	-0.13	0.00
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.20	0.05	0.000	-0.29	-0.11	0.02	0.03	0.536	-0.04	0.09
Moderate	-0.08	0.07	0.239	-0.21	0.05	-0.01	0.05	0.748	-0.10	0.07
Low	-0.26	0.15	0.075	-0.55	0.03	0.05	0.10	0.592	-0.14	0.25
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.12	0.07	0.079	-0.26	0.01	-0.01	0.05	0.822	-0.11	0.08
Good	-0.19	0.07	0.005	-0.32	-0.06	0.03	0.05	0.591	-0.07	0.13
Average	-0.43	0.08	0.000	-0.59	-0.26	0.02	0.06	0.729	-0.10	0.15
Bad	-0.95	0.12	0.000	-1.19	-0.71	0.11	0.11	0.328	-0.11	0.33
Leadership style										
Participatory	0.00	0.00
Autocratic	-0.50	0.06	0.000	-0.63	-0.37	0.07	0.05	0.158	-0.03	0.18
Laisser-faire	-0.09	0.10	0.337	-0.28	0.10	0.09	0.07	0.163	-0.04	0.23
Top down	-0.25	0.05	0.000	-0.34	-0.16	-0.01	0.04	0.725	-0.08	0.06
Owners participation										
Very high	0.00	0.00
High	0.00	0.05	0.966	-0.10	0.09	0.07	0.03	0.047	0.00	0.14
Average	0.03	0.07	0.636	-0.11	0.18	0.02	0.05	0.684	-0.08	0.12
Low	-0.24	0.08	0.002	-0.40	-0.09	-0.03	0.05	0.546	-0.14	0.07

Academic attainment of GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	-0.15	0.09	0.089	-0.33	0.02	-0.14	0.07	0.030	-0.27	-0.01
Bachelors	-0.24	0.09	0.007	-0.41	-0.07	-0.08	0.07	0.257	-0.21	0.06
Diploma	-0.26	0.10	0.009	-0.45	-0.07	-0.02	0.08	0.793	-0.17	0.13
Secondary	-0.34	0.13	0.009	-0.60	-0.09	-0.10	0.10	0.308	-0.29	0.09
Other	-0.26	0.13	0.043	-0.52	-0.01	-0.17	0.10	0.109	-0.37	0.04
Academic attainment of Assistant GM/CEO										
Doctorate of philosophy	0.00	0.00
Masters	-0.05	0.14	0.709	-0.32	0.22	-0.01	0.10	0.886	-0.21	0.18
Bachelors	-0.24	0.13	0.057	-0.50	0.01	-0.04	0.10	0.702	-0.23	0.16
Diploma	-0.22	0.13	0.091	-0.49	0.04	-0.08	0.11	0.438	-0.29	0.12
Secondary	-0.65	0.15	0.000	-0.94	-0.37	-0.05	0.12	0.661	-0.29	0.18
Other	-0.26	0.17	0.132	-0.59	0.08	-0.07	0.14	0.600	-0.35	0.20
Talent identification	0.50	0.02	0.000	0.46	0.55					
Leadership talent development	0.58	0.02	0.000	0.53	0.63	0.16	0.05	0.001	0.06	0.26
Talent development for hard to fill positions	0.45	0.02	0.000	0.42	0.49	0.07	0.06	0.235	-0.04	0.18
Higher position talent	0.46	0.02	0.000	0.43	0.50	-0.05	0.06	0.420	-0.17	0.07
Cohort of talent	0.47	0.02	0.000	0.44	0.51	0.07	0.06	0.292	-0.06	0.19
Talent utilisation	0.55	0.02	0.000	0.51	0.59	0.35	0.06	0.000	0.23	0.48

Source: Author

Table 33: Regression Models - Unadjusted and adjusted for the independent Variables - Talent management

	Talent management									
	Unadjusted					Adjusted				
Enterprise characteristics	COEF	STD ER	P VALUE	95 CONF	LEVEL	COEF	STD ER	P VALUE	95 CONF	LEVEL
Main Business										
Manufacturing	0.00	0.00
Food processing	0.24	0.12	0.047	0.00	0.47	0.08	0.09	0.356	-0.09	0.25
Telecommunication	0.41	0.17	0.015	0.08	0.73	0.11	0.12	0.360	-0.13	0.35
Hospitality	0.16	0.10	0.129	-0.05	0.36	-0.01	0.08	0.873	-0.17	0.14
Construction	0.12	0.13	0.363	-0.14	0.37	0.06	0.09	0.531	-0.13	0.24
Education	0.15	0.10	0.118	-0.04	0.34	-0.07	0.07	0.308	-0.22	0.07
Health	0.00	0.13	0.975	-0.27	0.26	-0.28	0.10	0.006	-0.48	-0.08
Other	0.00	0.10	0.997	-0.20	0.20	0.00	0.07	0.977	-0.15	0.14
Number of employees	0.00	0.00	0.824	0.00	0.00	0.00	0.00	0.524	0.00	0.00
Technological advancement										
Best	0.00	0.00
Very good	-0.24	0.11	0.032	-0.45	-0.02	-0.06	0.09	0.533	-0.24	0.12
Good	-0.32	0.10	0.002	-0.52	-0.12	-0.13	0.09	0.152	-0.30	0.05
Bad	-0.87	0.11	0.000	-1.08	-0.65	-0.32	0.10	0.001	-0.51	-0.13
Very bad	-1.27	0.20	0.000	-1.67	-0.88	-0.69	0.17	0.000	-1.03	-0.35
Ownership structure										
Family business	0.00	0.00
Share holding	0.05	0.08	0.504	-0.10	0.21	-0.03	0.06	0.658	-0.15	0.09
Joint venture –foreign	-0.25	0.11	0.022	-0.46	-0.04	-0.06	0.09	0.471	-0.23	0.11
Joint venture- local	-0.15	0.08	0.050	-0.31	0.00	-0.01	0.06	0.875	-0.13	0.11
Public-private partnership	0.63	0.19	0.001	0.26	1.01	0.43	0.14	0.003	0.15	0.72
Other	0.20	0.13	0.108	-0.04	0.45	0.08	0.10	0.398	-0.11	0.27

Location										
Urban	0.00	0.00
Peri-urban	-0.23	0.06	0.000	-0.36	-0.11	-0.01	0.05	0.885	-0.10	0.09
Rural	0.11	0.10	0.262	-0.08	0.30	0.26	0.08	0.001	0.10	0.41
Active website										
Yes	0.00	0.00
No	-0.06	0.06	0.302	-0.18	0.06	0.03	0.05	0.501	-0.06	0.13
Managerial characteristics										
Level of competition										
Very high	0.00	0.00
High	-0.44	0.06	0.000	-0.56	-0.32	-0.10	0.05	0.061	-0.20	0.00
Moderate	-0.14	0.09	0.123	-0.31	0.04	0.07	0.07	0.347	-0.07	0.20
Low	-0.47	0.19	0.015	-0.85	-0.09	-0.13	0.15	0.407	-0.42	0.17
Performance rating of enterprise										
Best	0.00	0.00
Very good	-0.16	0.08	0.061	-0.33	0.01	-0.15	0.07	0.039	-0.30	-0.01
Good	-0.38	0.08	0.000	-0.55	-0.22	-0.29	0.08	0.000	-0.44	-0.14
Average	-0.74	0.10	0.000	-0.94	-0.54	-0.35	0.10	0.000	-0.54	-0.16
Bad	-1.94	0.15	0.000	-2.24	-1.65	-1.55	0.16	0.000	-1.86	-1.23
Leadership style										
Participatory	0.00	0.00
Autocratic	-0.91	0.08	0.000	-1.07	-0.74	-0.61	0.07	0.000	-0.75	-0.46
Laisser-faire	-0.24	0.12	0.053	-0.49	0.00	-0.05	0.10	0.619	-0.25	0.15
Top down	-0.40	0.06	0.000	-0.52	-0.29	-0.25	0.05	0.000	-0.35	-0.14
Owners participation										
Very high	0.00	0.00
High	-0.15	0.07	0.030	-0.28	-0.01	-0.08	0.05	0.145	-0.18	0.03
Average	0.05	0.10	0.643	-0.15	0.24	0.03	0.08	0.725	-0.12	0.18
Low	-0.34	0.11	0.001	-0.55	-0.13	-0.33	0.08	0.000	-0.49	-0.17

Academic attainment of GM/CEO										
Doctor of philosophy	0.00	0.00
Masters	-0.01	0.12	0.914	-0.25	0.23	0.01	0.10	0.931	-0.19	0.21
Bachelors	-0.22	0.12	0.065	-0.46	0.01	-0.06	0.11	0.565	-0.27	0.15
Diploma	-0.35	0.13	0.008	-0.61	-0.09	0.04	0.12	0.726	-0.19	0.28
Secondary	-0.26	0.18	0.139	-0.60	0.08	0.19	0.15	0.214	-0.11	0.48
Other	0.06	0.18	0.735	-0.28	0.40	-0.04	0.16	0.816	-0.35	0.28
Academic attainment of Assistant GM/CEO										
Doctor of philosophy	0.00	0.00
Masters	0.15	0.18	0.407	-0.21	0.52	0.05	0.15	0.720	-0.25	0.36
Bachelors	-0.15	0.17	0.371	-0.49	0.18	-0.03	0.15	0.867	-0.33	0.28
Diploma	-0.11	0.18	0.527	-0.46	0.24	-0.09	0.16	0.598	-0.40	0.23
Secondary	-0.82	0.20	0.000	-1.20	-0.43	-0.63	0.18	0.001	-0.99	-0.27
Other	0.10	0.23	0.653	-0.35	0.55	0.01	0.21	0.964	-0.41	0.43

Source: Author

APPENDIX B

Ndawula Gerald

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Tuesday, February 26, 2013

Chief Administrative Officer
Mukono District Headquarters
MUKONO

Baseline Data for Medium Sized Enterprises

I am a Doctorate student at the School of Business Leadership, University of South Africa, undertaking a research project titled “**Talent Management in Medium Sized Enterprises in Uganda**”, see the attached letter. In order for me to accomplish the research project, I need baseline information on medium sized enterprises in your District.

Based on available literature, a medium sized enterprise in Uganda is that one which employs 50 – 100 employees on fulltime basis. The definition does not give consideration to other parameters like turnover and the value of assets. (Kasekende et al., 2003). It is this definition which was adopted in the study. Furthermore, in this study no classification of enterprises, say, on the basis of what they produce, is taken into consideration.

Given the above, the purpose of this email is to request you to assist and provide me with a list of enterprises in your district which meet the above-mentioned definition, including their physical addresses, for ease of contact. This list will constitute the sampling frame for the study. Thereafter, a sampling process will be conducted and only those enterprises selected will be interviewed in the study.

I am kindly appealing to you to expedite provision of the said dataset because of the limited time at my disposal. It is important for you to appreciate that this research project is purely for academic purposes and the information will remain confidential.

Finally, I thank you for your assistance towards the accomplishment of this research project in talent management. I am confident that the results of the study will go a long way to improve the level of enterprise competitiveness in Uganda, for the benefit of all.

Gerald Ndawula
Researcher - (Doctoral Student)

APPENDIX C

Questionnaire

Survey for Talent Management in Medium Sized Enterprises in Uganda

Introduction

This survey has been designed by Gerald Ndawula, a Doctoral student at the Graduate School of Business Leadership, University of South Africa. The sole purpose of the survey is to collect data/information on talent management in medium sized enterprises in Uganda. Specifically, the responses to the questions will be analysed, compiled and thereafter presented to the University of South Africa, Graduate School of Business Leadership as a partial fulfilment for the award of an advanced degree in Business Leadership.

The participants to this study are medium sized enterprises in Uganda. These enterprises have been selected because of their economic importance to the socio-economic development of the country. Medium sized enterprises are deemed to be the pivot of “the African Miracle” in as far as economic transformation of emerging economies in Africa and Asia is concerned. The participating enterprises have been selected by using Probability Sampling Technique, where districts having a higher concentration of medium sized enterprises have a high number of participating medium sized enterprises.

The role of the participating enterprise is to respond to the questionnaire by providing accurate responses to the survey questions. It is estimated, on the average, you will require one hour at most for completing the questionnaire.

The participation in this survey of talent management is voluntary. It is also important to recognise that there are no rewards or reimbursements for participation from the researcher. The researcher anticipated no risk in this study. In the case the participating enterprise decides to withdraw, there are no reasons to be asked, whatsoever.

The researcher intends to keep the filled survey questionnaire for a period of one year. The study is committed to internationally acceptable research ethical standards. It is these standards which govern the operations of this research project and therefore, no data, names of individuals or enterprises will be mentioned in the thesis. Such information or data will be kept confidentially. All the persons who are to take part in data collection, analysis and compilation of the final report have taken an oath to hold confidentiality in the study. Where publications are to be made, no mention of the participating medium sized enterprise or an individual will be made.

Finally, the Researcher intends to provide feedback to the participating enterprises by holding workshops on the subject matter of Talent Management. Feedback will also be provided through publications in business journals, copies of which will be availed to participating enterprises. It is also anticipated that the results of this research project will influence policy matters, where necessary, and this will be a major contribution towards the socio-economic development of Uganda.

Finally, this questionnaire has been designed to seek for answers from respondents on the subject matter of Talent management in Medium Sized Enterprises in Uganda.

Section 1: Identification Questions

1. Gender of the respondent (Observe and circle the most appropriate)

Male ☐ 1

Female ☐ 2

2. What is the main business of this enterprise? (Circle the most appropriate alternative)

Manufacturing ☐ 1

Food processing ☐ 2

Telecommunication ☐ 3

Hospitality ☐ 4

Construction ☐ 5

Education ☐ 6

Health ☐ 7

Fabrication ☐ 8

Other (specify) ☐ 9

3. Please provide estimates of the overall number of employees in the enterprise by gender

Male

Female

4. How many people are employed by the enterprise in the following categories?

	Categorization	Number
4.1	Managerial Positions	
4.2	Technical Services	
4.3	Finance	
4.4	Human Resources & Administration	
4.5	Marketing & Sales	
4.6	Front Office	
4.7	Support Services (office assistant/cleaners)	
4.8	Others (specify)	

5. Is the General Manager/Managing Director male or female?

Male

Female

Section 2: Background Information

6. For how long has this enterprise been in existence?.....(in years).

7. Please classify the ownership arrangement of this enterprise

Family Business

Shareholding (with people outside the family)

Joint venture (Foreign)

Joint venture (Ugandan)

Public Private Partnership.....

Cooperative.....

Multi-national

Other (specify)

8. Where is your enterprise located?

Urban (city/town)

Peri – Urban (within 2Kms off the city/town)...

Rural

9. Please rate the level of technological advancement employed in the enterprise (Circle the most appropriate)

Best

Very Good

Good

Average

Bad

Very Bad

Worst

10. Does your enterprise have an active website?

Yes

No

11. Please rate the level of competition in the business that your enterprise is operating in

Very High	<input type="text" value="1"/>
High	<input type="text" value="2"/>
Moderate	<input type="text" value="3"/>
Low	<input type="text" value="4"/>
Very Low	<input type="text" value="5"/>

12. Overall, the performance of your enterprise can be easily rated as;

Best	<input type="text" value="1"/>
Very good	<input type="text" value="2"/>
Good	<input type="text" value="3"/>
Average.....	<input type="text" value="4"/>
Bad	<input type="text" value="5"/>
Very bad	<input type="text" value="6"/>
Worst	<input type="text" value="7"/>

13. Based on your assessment, please identify the overall leadership style of the enterprise

Participatory	<input type="text" value="1"/>
Autocratic	<input type="text" value="2"/>
Laiserfaire	<input type="text" value="3"/>
Top Down	<input type="text" value="4"/>

14. Please rate the level of the owner's participation in day to day management of the enterprise.

Very High	<input type="text" value="1"/>
High	<input type="text" value="2"/>
Average	<input type="text" value="3"/>
Low	<input type="text" value="4"/>
Very Low	<input type="text" value="5"/>

15. What is the highest academic attainment of the head (Chief Executive Officer)/Managing Director/General Manager of the enterprise?

Doctorate of Philosophy (PhD)¹ ☐

Master's Degree

☐ 2

Postgraduate Diploma ☐ 3

Bachelor Degree..... ☐ 4

Higher Diploma ☐ 5

Ordinary Diploma..... ☐ 6

Advanced Level ☐ 7

Ordinary Level..... ☐ 8

Others (specify) ☐ 9

16. What is the highest academic attainment of the assistant head (Assistant-Chief Executive Officer)/Managing Director/General Manager of the enterprise? (*Circle the most appropriate-alternative*)

Doctorate of Philosophy (PhD)

	1
Masters Degree	
	2
Postgraduate Diploma	3
Bachelor Degree	4
Higher Diploma	5
Ordinary Diploma.....	6
Advanced Level	7
Ordinary Level.....	8
Others (specify)	9

Instructions:

Please circle the most appropriate responses.

		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
Section III: Talent Identification		1	2	3	4	5
17.	The recruitment process of the enterprise is focused to engage people with talents.	1	2	3	4	5

		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
18.	The majority of the employees in the enterprise are recruited through competitive processes.	1	2	3	4	5
19.	The enterprise aspires to recruit people with good performance track record.	1	2	3	4	5
20.	The enterprise considers the tendency of the person to be innovative as a factor during the recruitment process.	1	2	3	4	5
21.	The enterprise puts emphasis on the person's WILL to work during the recruitment process.	1	2	3	4	5
22.	In the recruitment process, the enterprise takes into account the ability of the person to succeed at the workplace	1	2	3	4	5
23.	In the recruitment process, the enterprise puts much emphasis on academic attainment.	1	2	3	4	5
24.	In the enterprise, parameters, such as age do not influence the way positions are filled but rather, the skills-set that the prospective employee possesses.	1	2	3	4	5
25.	The enterprise endeavours to recruit only those persons who are likely to embrace change on a continuous basis	1	2	3	4	5
26.	Overall, the employees have confidence in the recruitment processes of the enterprise.	1	2	3	4	5
27.	The enterprise tries its level best to engage those individuals who are fast learners.	1	2	3	4	5
28.	Longevity in service does not necessarily influence the way higher positions are filled in the enterprise	1	2	3	4	5
29.	The people classified as mentors (people who are considered to be experts/knowledgeable) do participate in the recruitment processes of the enterprise	1	2	3	4	5
30.	The people classified as seniors do participate in the recruitment processes of the enterprise.	1	2	3	4	5
31.	Employees who contribute to the success of the enterprise are highly valued in the enterprise.	1	2	3	4	5
32.	Employees who are highly productive are highly valued in the enterprise.	1	2	3	4	5
33.	In the enterprise, low performers are identified and decisions are taken on them	1	2	3	4	5
34.	Employees with potential are spotted at an early stage of their engagement with the enterprise.	1	2	3	4	5
35.	Employees are classified on the basis of their performance.	1	2	3	4	5
36.	Employees are classified on the basis of their contribution to the growth of the enterprise	1	2	3	4	5
37.	Employees are classified on the basis of their contribution to the success of the enterprise.	1	2	3	4	5
38.	Talent requirements for a specified period, say for three (3) years has been defined / classified in the enterprise.	1	2	3	4	5
39.	In the event of, employee resignation, retirement, death	1	2	3	4	5

		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
	etc the enterprise maintains that the successor should be a better performer than the predecessor.					
40.	Commitment [the degree to which an employee devotes themselves to work] forms the basis of continued engagement/employment in the enterprise.	1	2	3	4	5
41.	In the enterprise, there are known parameters which are taken into account in order to classify that a particular employee is talented.	1	2	3	4	5
42.	The enterprise does assess employees in order to establish those competencies required for business success.	1	2	3	4	5
43.	In the enterprise, high performers are continuously assessed in order to have an in-depth understanding of their strength.	1	2	3	4	5
44.	In the enterprise, efforts are made to identify skill gaps amongst employees.	1	2	3	4	5
45.	The management team of the enterprise is aware that when talented people are mis-assigned, the operations of the enterprise get negatively affected.	1	2	3	4	5
46.	The management team is aware that the enterprise incurs losses when talented people are not retained.	1	2	3	4	5

		Very low	Low	Moderate	High	Very high
	Please rate the extent to which your enterprise considers the following factors in order to nominate a particular employee as talented.	1	2	3	4	5
47.	The potential of the employee to succeed over time	1	2	3	4	5
48.	Level of academic attainment of the employee	1	2	3	4	5
49.	The leadership qualities of the employee	1	2	3	4	5

Very low	Low	Moderate	High	Very high
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	Please rate the extent to which your enterprise considers the following factors in order to nominate a particular employee as talented.	1	2	3	4	5
50.	The exhibited overall performance of the employee	1	2	3	4	5
51.	The ability of the employee to perform multi-tasks in the enterprise.	1	2	3	4	5

		Strongly	Disagree	Not sure	Agree	Strongly
		①	②	③	④	⑤
Section IV. Leadership Talent Development						
52.	The enterprise formally trains certain number of its employees in leadership skills.	1	2	3	4	5
53.	In the enterprise, appropriate employees are formally trained in managerial skills.	1	2	3	4	5
54.	In the enterprise, suitable employees are groomed to take up managerial positions.	1	2	3	4	5
55.	The enterprise has in place a definite/structured program to develop future business leaders.	1	2	3	4	5
56.	Job rotation is practiced in the enterprise	1	2	3	4	5
57.	There is evidence in the enterprise that leadership positions are taken up by those people who have been nurtured internally.	1	2	3	4	5
58.	There is a formula applied/used in the process of filling leadership positions in the enterprise.	1	2	3	4	5
		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
		①	②	③	④	⑤
Section V: Talent Development for Hard to Fill Positions						
59.	The enterprise has purposeful on-the-job training.	1	2	3	4	5
60.	Employees in the enterprise are rotated in order for them to acquire higher skills and knowledge.	1	2	3	4	5
61.	The management of the enterprise takes initiative to develop people in certain specialized skills.	1	2	3	4	5
62.	The enterprise invests financial resources in employee development in order to build capabilities in those rare skills, knowledge and abilities.	1	2	3	4	5
63.	Those employees holding positions in the production processes are continually trained in order to enhance their	1	2	3	4	5

		Strongly	Disagree	Not sure	Agree	Strongly
	skills.					
64.	A segment of employees is developed to acquire skills which are likely to enhance competitive advantage of the enterprise.	1	2	3	4	5
65.	The enterprise has training programs geared towards talent development	1	2	3	4	5

		Strongly	Disagree	Not sure	Agree	Strongly
		1	2	3	4	5
Section VI: Higher Positions Talent Development		1	2	3	4	5
66.	Employees with potential are encouraged to realize their anticipated high level performance.	1	2	3	4	5
67.	All employees are initially accorded the opportunity to train and develop their talents.	1	2	3	4	5
68.	Top managers actively participate in talent development of employees to enable employees grow in the enterprise.	1	2	3	4	5
69.	Middle managers actively participate in talent development of employees to enable employees grow in the enterprise.	1	2	3	4	5
70.	Supervisors actively participate in talent development of employees to enable employees grow in the enterprise.	1	2	3	4	5
71.	Basically, top managers, are dedicated to developing the talent of employees.	1	2	3	4	5
72.	Overall, middle managers are dedicated to developing the talent of employees.	1	2	3	4	5
73.	Overall, supervisors are dedicated to developing the talent of employees.	1	2	3	4	5
74.	In the course of developing employees' talents, the enterprise does take into account individual employee career aspirations.	1	2	3	4	5
75.	The management of the enterprise ensures that what employees have learnt during the talent development programs are continuously put to use.	1	2	3	4	5
76.	Every financial year, financial resources are spent on employee training to enable employees acquire new skills and knowledge	1	2	3	4	5
77.	The enterprise recognizes that at times employee potential and aspirations do change.	1	2	3	4	5

		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
78.	Initiatives are taken to align employee potential to the enterprise business strategies.	1	2	3	4	5
79.	Overall, when positions requiring higher skills fall vacant in the enterprise, the trend is to promote people internally to fill the positions.	1	2	3	4	5
80.	The management of the enterprise demonstrates that every employee has potential to be developed.	1	2	3	4	5
81.	On-job training is integrated in the work systems of the enterprise in order to build relevant capacities.	1	2	3	4	5
82.	Employees in the enterprise are coached in order to achieve skills relevant for higher positions.	1	2	3	4	5
83.	Talented employees are sometimes attached to other enterprises in the trade as part of their training in order to acquire new skills which are important in higher positions.	1	2	3	4	5
84.	Talented employees are encouraged to pursue further academic programs in order to acquire new knowledge which is relevant in higher positions.	1	2	3	4	5
85.	In order to sustain business continuity, employees with talent are nurtured for future use.	1	2	3	4	5

		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
Section VII: Cohort of Talent		①	②	③	④	⑤
86.	The enterprise puts emphasis on mentoring employees.	1	2	3	4	5
87.	The enterprise places emphasis on mastery of multi skills.	1	2	3	4	5
88.	There is evidence in the enterprise that talented employees have been developed to acquire relevant skills and knowledge to take up various positions when need arises.	1	2	3	4	5
89.	Employees in the enterprise are coached internally by those who are skilled to enable them acquire skills and knowledge of the trade.	1	2	3	4	5
90.	Employees in the enterprise are rotated to enable acquire multi skills.	1	2	3	4	5

		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
		①	②	③	④	⑤
Section VIII: Talent Utilization		①	②	③	④	⑤
91.	The mindset of management is that employees can only be fully utilized when they are made to believe that their talents are valued.	1	2	3	4	5
92.	The mindset of management is inclined to the belief that employees can only be fully utilized when they are made to believe that their aspirations are acknowledged in the enterprise.	1	2	3	4	5
93.	Often, most decisions are taken at the top level of the enterprise.	1	2	3	4	5
94.	In the enterprise, employees are deployed in sections / departments where their talents can easily be utilized.	1	2	3	4	5
95.	Talented employees do participate in business planning.	1	2	3	4	5
96.	Decision making is fairly spread throughout the enterprise.	1	2	3	4	5
97.	The enterprise monitors employee contribution towards the fulfilment of business strategy.	1	2	3	4	5
98.	In the enterprise, talented employees have a role of monitoring market trends in order to sustain enterprise competitiveness.	1	2	3	4	5
99.	Employees are encouraged to develop alternative business strategies to enhance enterprise competitiveness.	1	2	3	4	5
100.	Those employees who are critical in creating value for the enterprise are fully utilized in the enterprise.	1	2	3	4	5
101.	Those employees who are critical in creating value for the enterprise are acknowledged.	1	2	3	4	5
102.	Overall, talented employees engaged in the enterprise are fully utilized.	1	2	3	4	5
103.	There is a clear progression path on how employees with potential are utilized in the enterprise.	1	2	3	4	5
104.	The enterprise does assess high performers in order to establish their professional inclinations so that they are utilized better.	1	2	3	4	5

		Strongly ①	Disagree ②	Not sure ③	Agree ④	Strongly ⑤
Section IX: Reward Management		①	②	③	④	⑤
105.	Key performance indicators for each position in the enterprise are defined.	1	2	3	4	5
106.	Employees who contribute more towards the success of the enterprise are better rewarded	1	2	3	4	5
107.	In the enterprise, performance-related pay is one of the reward systems practiced.	1	2	3	4	5
108.	The enterprise does benchmark its remuneration packages at least once biannually.	1	2	3	4	5
109.	The enterprise considers reward management as the basis of competitiveness?	1	2	3	4	5
110.	Overall, the enterprise does consider reward management as a cost which needs to be minimized.	1	2	3	4	5
111.	Benchmarking pay packages does influence the way the enterprise rewards its talented people.	1	2	3	4	5
112.	Employees are paid based on market competitive rates.	1	2	3	4	5
113.	One of the motives of the reward system in the enterprise is to retain talented employees.	1	2	3	4	5
114.	Some employees are rewarded on the basis of person to holder.	1	2	3	4	5
115.	Pay is based on what the individual employee contributes in terms of performance/output.	1	2	3	4	5
116.	Employees in the enterprise are rewarded on the basis of position held i.e. the higher one is in the organizational structure, the higher the pay	1	2	3	4	5
117.	In most cases, when the enterprise performs below expectations/target of the owners/directors, the managers are penalized.	1	2	3	4	5
118.	Managers who take investment decisions which generate more shareholders wealth (dividend) are accordingly rewarded more.	1	2	3	4	5
119.	There are employees who hold stock options in the enterprise	1	2	3	4	5
120.	There are employees who hold shares in the enterprise.	1	2	3	4	5
121.	The enterprise pays bonuses to employees.	1	2	3	4	5
122.	Pay is based on seniority in the enterprise.	1	2	3	4	5
123.	Pay is based on longevity in service.	1	2	3	4	5
124.	Those employees engaged in the production processes of the enterprise are commensurately remunerated	1	2	3	4	5
125.	Employees who undertake the same jobs are rewarded the same, regardless of the level of performance	1	2	3	4	5
126.	Generally, the enterprise does reward newly recruited employees, holding the same position, better than the incumbents	1	2	3	4	5
127.	Newly recruited employees in similar positions are paid less than their counterparts.	1	2	3	4	5

		Strongly	Disagree	Not sure	Agree	Strongly
128.	The employment contracts of talented employees do accord them a stake (stock option) in the enterprise	1	2	3	4	5
129.	Besides the fixed salaries, the enterprise does pay its talented people more/additional if its financial performance becomes better	1	2	3	4	5
130.	Employees are accorded shares, without voting rights, which they can liquidate.	1	2	3	4	5

Circle the most appropriate response in relation to your enterprise

	Besides salaries, some enterprises do provide additional allowances/benefits to its employees as a strategy to attract and retain talented people. In respect to your enterprise, please respond to the following variables. <i>(Are these items/variables available at your enterprise?)</i>	Yes (Y)=1	No (N)=2
131.	Medical benefits (medical insurance/availability of a clinic/reimbursement)	1	2
132.	Transport Allowance/Fuel/Mileage Allowance	1	2
133.	Lunch/Lunch Allowance	1	2
134.	Annual Leave	1	2
135.	Education Allowance	1	2
136.	Physical Vehicle/Company Car	1	2
137.	Housing Allowance/Physical house	1	2
138.	Thirteenth month salary	1	2
139.	Parking space	1	2
140.	Shopping coupons/vouchers	1	2
141.	Food basket	1	2
142.	Airtime	1	2
143.	Calendars	1	2
144.	Corporate wear	1	2
145.	Travels	1	2
146.	Physical security at place of work	1	2
147.	Easy access to the place of work	1	2
148.	NSSF	1	2
149.	Laptops/I pads	1	2
150.	Sick leave/maternity	1	2

		Strongly ①	Disagree ②	Not sure ③	Agree ④	Strongly ⑤
Section X: Cross cutting Questions –		①	②	③	④	⑤
151.	In order to develop talented people, the enterprise does pay part of the cost of training and development.	1	2	3	4	5
152.	The enterprise is managed in a manner which enables it to respond to demands/aspirations of employees with the view to sustain competitiveness.	1	2	3	4	5
153.	Those employees who on a continuous basis interface with customers are valued in the enterprise.	1	2	3	4	5
154.	The employee development program implemented by the enterprise gives due consideration to the core values of the enterprise	1	2	3	4	5
155.	Overall, the focus of talent development in the enterprise is inclined to enhance the strength (capabilities) of the employees	1	2	3	4	5
156.	Overall, the focus of talent development in the enterprise is inclined to minimize weakness of the employee	1	2	3	4	5
157.	Talented employees in your enterprise tend to demand high technologies/ methodologies/systems/approaches / better ways of doing things similar to world class standards	1	2	3	4	5
158.	In the enterprise employees are classified on the basis of their performance e.g. latent talents, potential which need to be developed, performance, contribution to enterprise growth, leadership skills, pay, core and noncore positions, among others	1	2	3	4	5
159.	Human resources policies / procedures are in place in order to facilitate how people are managed	1	2	3	4	5
160.	The managers of the enterprise have a clear perception of the importance of talented people to the success of the enterprise	1	2	3	4	5
161.	Employees are retained in the enterprise because of their talents which is relevant to the internal business processes	1	2	3	4	5
162.	Competence [the extent to which the person possesses the right skills, experience and exposure required for the position held] forms the basis of employee retention in the enterprise.	1	2	3	4	5
163.	In the enterprise there is a perception that talented people do have the ability to master skills faster than nontalented people	1	2	3	4	5
164.	In the enterprise there is recognition that skills are learnt abilities through training.	1	2	3	4	5
165.	In the enterprise there is recognition that talents are in born.	1	2	3	4	5
166.	There is a realization in the enterprise that business success is best sustained when talented employees are retained.	1	2	3	4	5
167.	Overall, identified talented people are placed on accelerated development programme in order to enhance their capabilities.	1	2	3	4	5
168.	Mentoring in the enterprise is adopted to nurture a person towards acquiring better skills.	1	2	3	4	5
169.	The enterprise does manifest a good relationship with those	1	2	3	4	5

		Strongly	Disagree	Not sure	Agree	Strongly
	employees who left.					

		Very Low	Low	Moderate	High	Very High
170.	Please assess the extent the enterprise values human resources	1	2	3	4	5
171.	Assess the extent the enterprise places emphasis on machinery	1	2	3	4	5
172.	Assess the extent the enterprises places emphasis on finances	1	2	3	4	5
173.	The enterprise is built on embracing change management	1	2	3	4	5
174.	The enterprise attracts people who you can easily consider as talented.	1	2	3	4	5

175. Generally, talented people are on demand and a number of them have a tendency of transferring their services elsewhere. In the case of your enterprise, what human resources coping mechanism/systems have been put in place in order to minimize turnover of talented employees?

176. On the basis of the competitive business environment your enterprise operates in; please rank the main factor which influence the way the enterprise is managed. (Circle the most appropriate response).

Leadership	of	the	enterprise	<input type="text" value="1"/>
.....				
Brand	name	of	the	enterprise
				<input type="text" value="2"/>
.....				
Reward systems			<input type="text" value="3"/>
Training and development			<input type="text" value="4"/>
Utilization of talented employees				<input type="text" value="5"/>

Any other, please specify.....

177. In your assessment, the rate of turnover [people leaving the enterprise] of skilled people in the past one year can easily be classified as (*circle the most appropriate*)

Very	High	<div>1</div>
.....			
High		<div>2</div>
Average		<div>3</div>
Low		<div>4</div>
Very low		<div>5</div>

178. Given your assessment of turnover of skilled people mentioned above, please give reasons which you think may have contributed to the current situation.

179. Indicate how well talented people are being managed in your enterprise, if true.

180. In most cases Salary differentials do exist in enterprises. However, based on your assessment, please rate the overall differentials between pay of employees of your enterprise (*tick the most appropriate*).

Very	High	<div>1</div>
.....			
High		<div>2</div>
Average		<div>3</div>
Low		<div>4</div>
Very low		<div>5</div>

		Strongly ①	Disagree ②	Not sure ③	Agree ④	Strongly ⑤
Section XI: Enterprise Based Questions		①	②	③	④	⑤
181.	The enterprise believes in the philosophy that talent people are The basis of success.	1	2	3	4	5
182.	On the average, employees who are low performs are not retained in the enterprise	1	2	3	4	5
183.	Employees that are deemed to be talented are valued in the enterprise	1	2	3	4	5
184.	Generally, the enterprise is able to employ talented people on a continuous basis	1	2	3	4	5
185.	The enterprise has a monitoring mechanism / system to identify those persons with talents which need to be developed	1	2	3	4	5
186.	The enterprise manages its human resources on the understanding that it is cost effective to nurture and develop talents internally rather than to hire talented people from outside	1	2	3	4	5
187.	In the enterprise, suitable employees are groomed to take up leadership positions	1	2	3	4	5
188.	In the enterprise, there is a tendency for leadership positions to be taken up by cronies	1	2	3	4	5
189.	The enterprise has adequate number of business leaders to propel its growth, development and competitiveness	1	2	3	4	5
190.	Employees are trained on the job to enable them acquire skills and knowledge on internal business processes	1	2	3	4	5
191.	In the employee development program, due attention is accorded to those people who hold core positions in relation to the business strategy of the enterprise	1	2	3	4	5
192.	The managers of the enterprise are dedicated on employee training in order to develop their talents	1	2	3	4	5
199.	Top management mindset is for developing talents of employees in the enterprise for purposes of enhancing business continuity	1	2	3	4	5
193.	Employees are assigned specific job related tasks in order to develop their skills in the enterprise for future use	1	2	3	4	5
194.	In the enterprise, leadership roles are effectively shared	1	2	3	4	5
195.	Business information is continuously shared between talented employees and others in order to enhance enterprise competitiveness	1	2	3	4	5
196.	Overall, there is evidence that talented employees in the enterprise yield the highest performance	1	2	3	4	5
197.	The reward management system adopted in the enterprise is meant to retain those employees with talents	1	2	3	4	5
198.	Employees who are multi skilled are rewarded more than others	1	2	3	4	5

Thank you for your valuable time and sincere response.

APPENDIX D

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Email: gerald.ndawula@unra.go.ug & gkndawula@yahoo.com

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Data Information Management Declaration Document

I having been engaged ason the study of a Talent Management Model for Medium Sized Enterprises in Uganda do hereby declare that I will conduct myself in a professional manner and that all the data and information which will come to my possession directly or indirectly will solely be utilized for the study. No data or information shall be released to any other person whatsoever.

Signed

Date

APPENDIX E

Study on Talent Management in Medium Sized Enterprises in Uganda

Participant Consent Form

I am Gerald **Ndawula working** on an academic research project under the School of Business Leadership, University of South Africa (UNISA). This research undertaking is a partial fulfillment for the award of an advanced degree in Business Leadership. I am conducting a study on Talent Management in Medium Sized Enterprises in Uganda. Briefly, the intention of study is to evolve a suitable model for talent management which will enable these enterprises to be more competitive in a globalized world.

You are a respondent to the study and my prayer is for you to accept participation. Your participation in interviews or conversation or questionnaire and in every aspect of the study is completely voluntary. It is estimated the survey to take one hour. However, it is important to recognize that you are at liberty to skip some questions at will. However, I will appreciate if all questions are respondent to.

Finally, all of the information provided for the study is strictly confidential. The responses to the questions are only identified by codes, never by names of the respondent. However, in case you have questions or concerns, after you have finished responding to the questionnaire, you may contact me on +256 772 464 768 or on email: gkndawula@unra.go.ug. Although there are no direct benefits to you for participating in this survey on talent management in medium sized enterprises, the research findings will be compiled into a thesis and submitted to the University of South Africa. At the same time, the findings will be published in the public domain, and no names of the responding enterprise will be published or made public.

By signing this form, the respondent has consent to freely participate in the survey of talent management in medium sized enterprises in Uganda.

Participant

Name

Date _____

Signature _____

Witness (if appropriate)

Name _____

Date _____

Signature_____

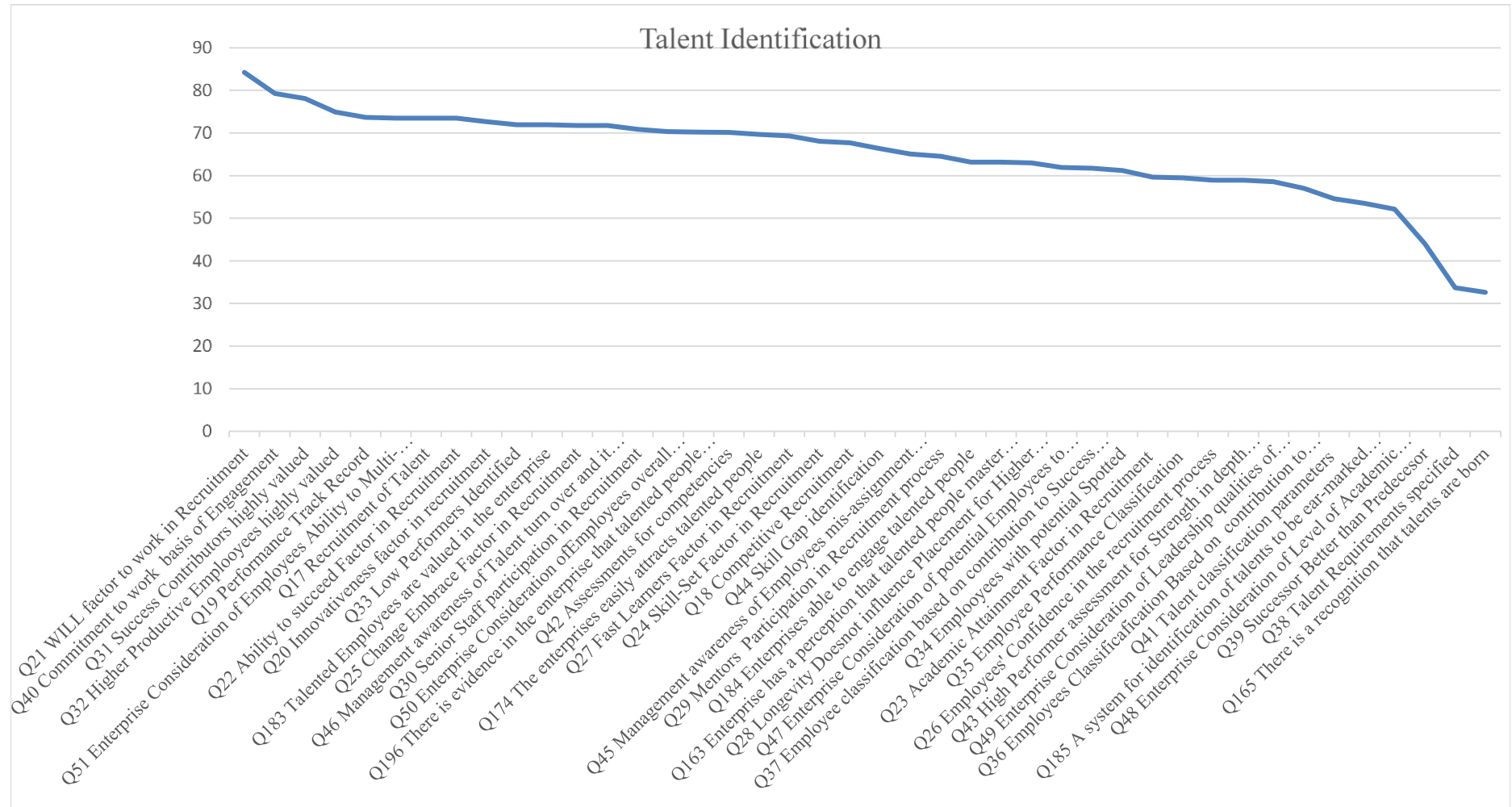
Investigator

Name _____

Date _____

Signature_____

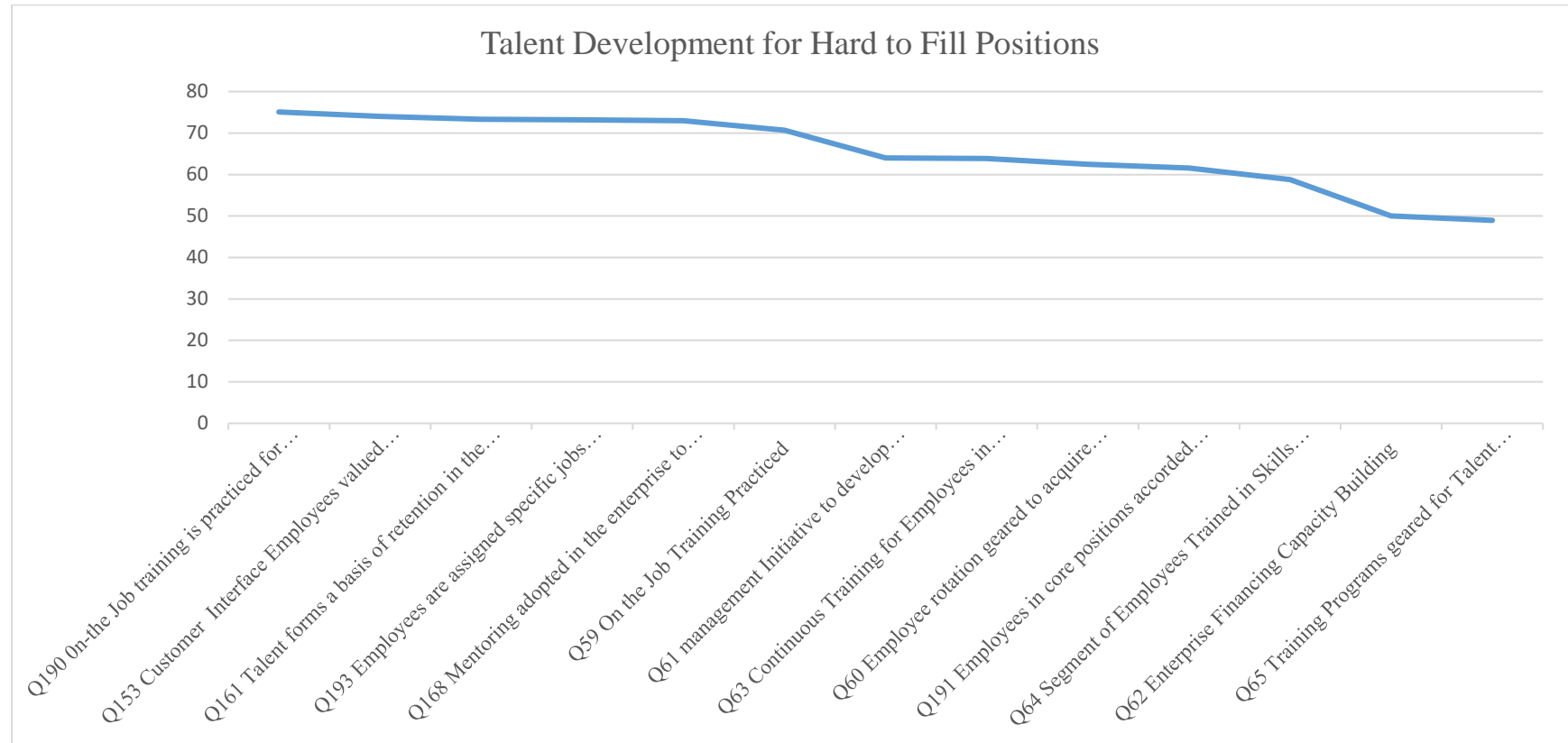
APPENDIX F: Talent Identification



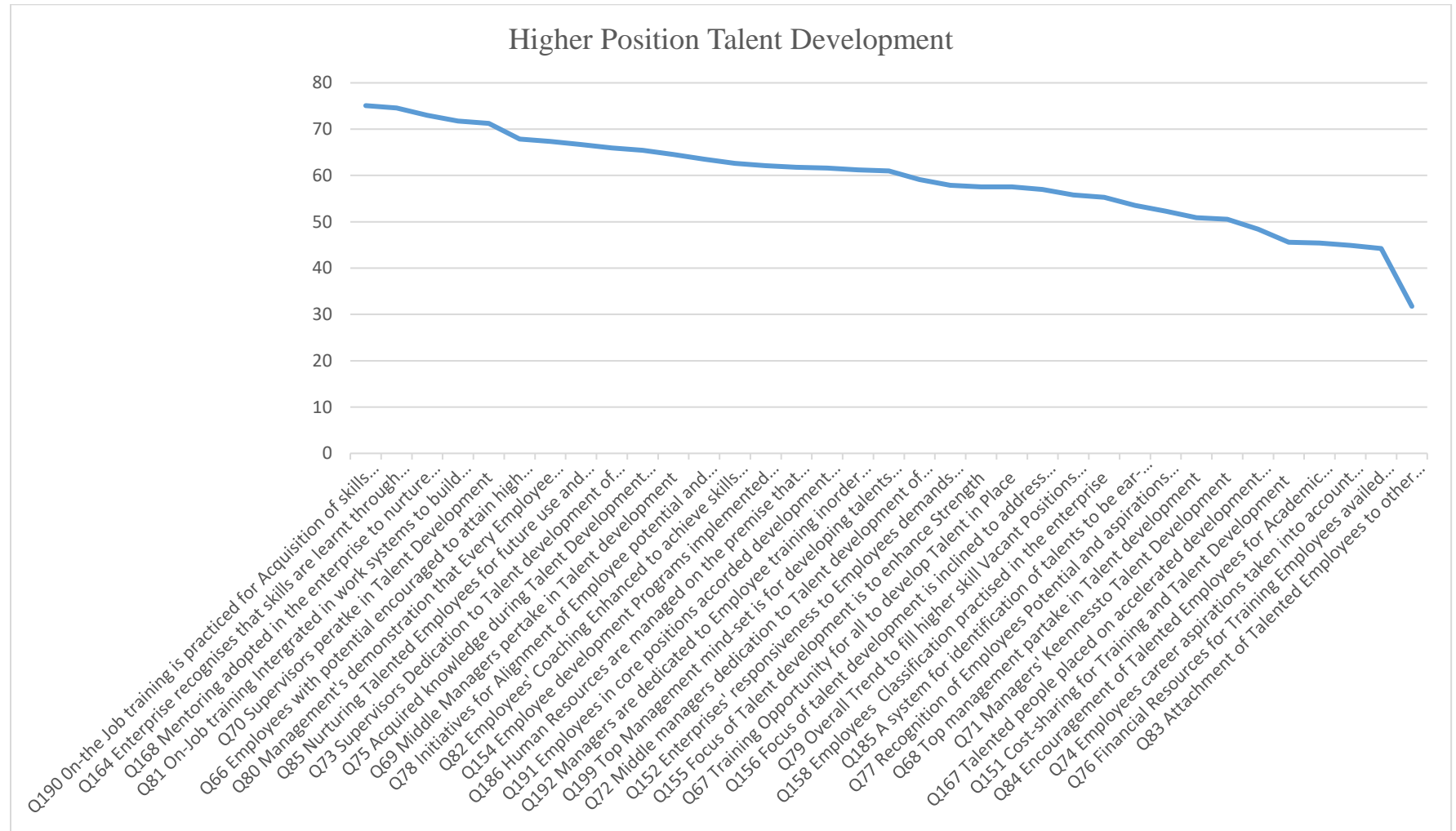
APPENDIX G: Leadership Talent Development



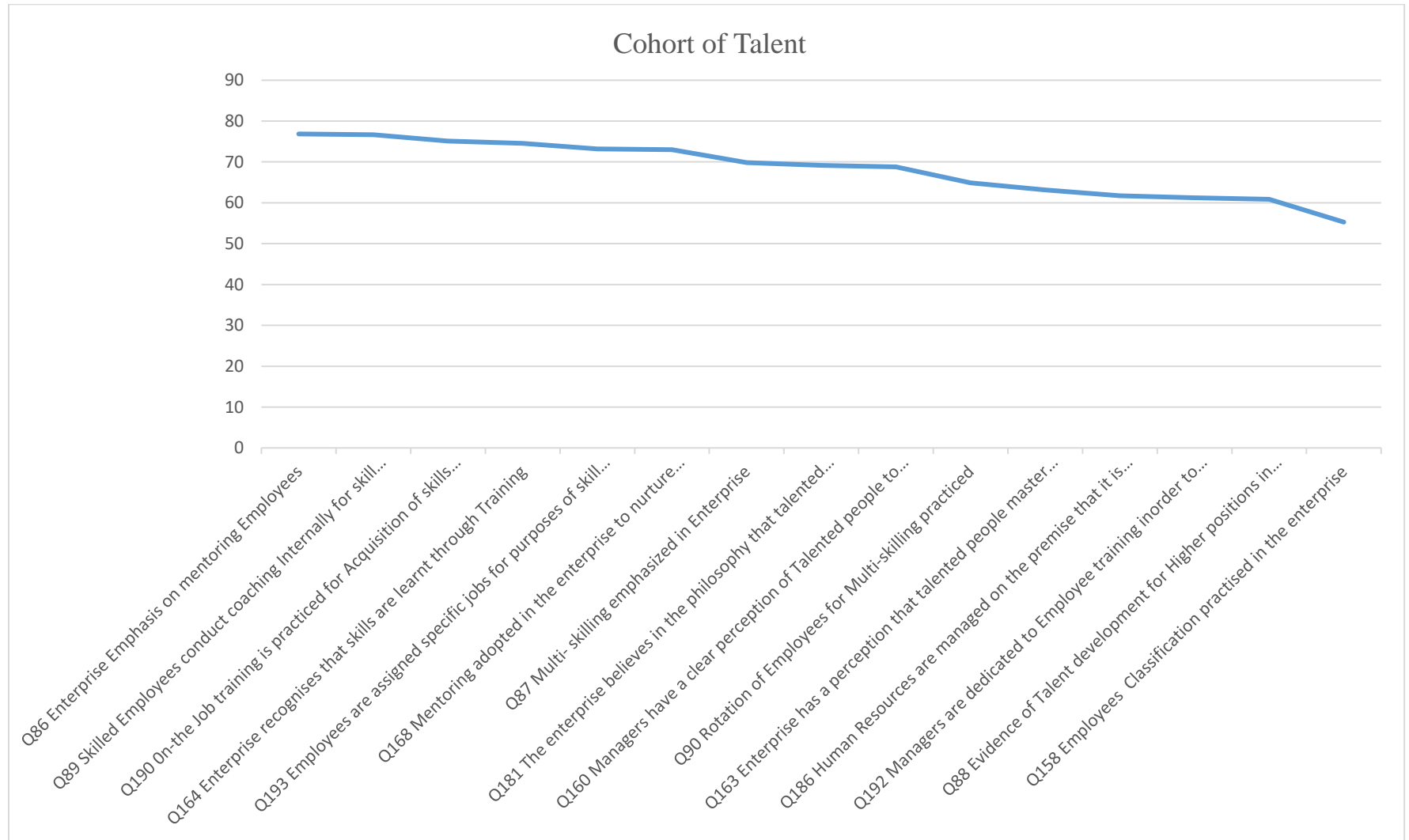
APPENDIX H: Talent Development for Hard to fill Positions



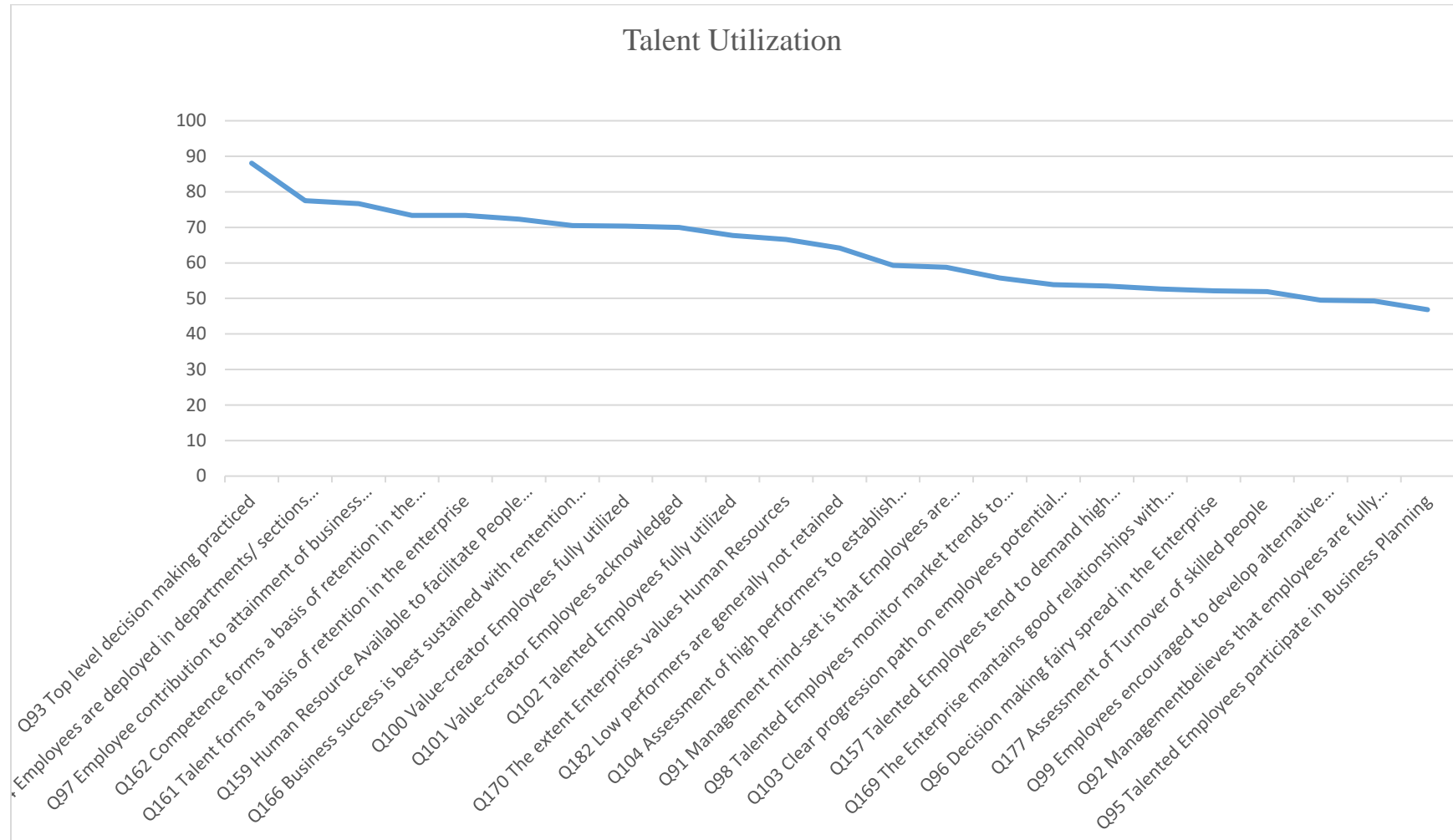
APPENDIX I: Higher Position Talent Development in descending order



APPENDIX J - Cohort of Talent in descending order



APPENDIX K - Talent Utilization



APPENDIX L - Reward Management in Descending order

